



BUSINESS PLAN FOR DUNNING GOLF CLUB

FOR THE PERIOD 2014 – 2016

Summary and Overview of Plan

This business plan was prepared during 2013 with the assistance of the Scottish Golf Union (SGU) for which we are most grateful. It is first such plan for the club and is designed to cover the period 2014-2016; however it will be subject to regular updating. The plan is designed to provide the present and future committees along with the whole club membership a measure of direction for the future development of the club

3 Year Plan



2014-2016

Dunning Golf Club provides a quality golfing experience to all its members and visitors within a friendly and welcoming environment

Members And Visitors

Dunning Golf Club offers a welcoming environment which attracts new members and visitors alike – both Ladies and Gents. We will maintain a full membership with revenue from Visitors being utilised to the benefit of Members

The Juniors

We will run a thriving Junior section , developing the skills and etiquette necessary to provide a direct link into Adult golf

The Golf

We will offer a variety of competitions suitable for all Club Members to play in throughout the week and at weekends as well as staging four top class Opens over the course of the year

The Course

We will provide excellent golfing conditions on a course which will remain the envy of all around and where minor year on year alterations create interest and challenge for our members

Five Drives

Finance & Governance

There will be ongoing income generation and careful management of costs to provide tactical and strategic investment which will enhance both the course and our facilities .

Our Scorecard

**£120k revenue pa
Membership fees
and green fees**

**470 adult members
90% retention rate**

**100 Junior members
75% retention rate**

**A highly competitive
membership fee
structure compared
with local competition**

**Cost neutral catering
operation**

**Membership
satisfaction >8**

Section 1 : WHERE ARE WE NOW?

Introduction

A brief, relevant history and summary of our golf club...

The course has a long and chequered history originating at Kincladie Park in 1906. That site lasted only one year however, because of the rough nature of the pasture and in 1907 it moved to the ancient common grazing ground at Mains of Pitcairn. Greenkeepers were appointed, a small clubhouse was built, and the club and its competitions became an integral part of village life in Dunning. At the onset of World War II in 1939 the club was disbanded but six years later in 1946 Lord Rollo gifted to the village the land known as the Alley Park to be known as the Rollo Recreation Park, Thus it was that the Old Course Committee reformed in 1951 to recreate the golf course and the Club and Course in its present site was officially opened by Lord Rollo in 1954.

The legal status of our club

The club makes use of Rollo Park an area of land under the overall management of the Rollo Trust – a registered charity. In addition the club makes shared use of a pavilion that also under the overall authority of the Trust. The Golf Club operates as a business and is required to ensure that expenditure does not exceed income

Do we view our Club as a business

The Club operates as a business to serve its members. The Committee is expected to ensure that financial management is always sound and that expenditure is not allowed to exceed income. The level of investment in improvements to the course and other facilities are therefore required to be in-step with the level of income that can be generated through subscriptions and visitor income.

What is our Golf Club's Business Plan designed to achieve ?

The Plan will detail the development needs that have been identified by the Committee and the members during the process of plan preparation. It is expected that the Plan will provide the club members with a clear statement of the proposed improvements and changes to the club that have been identified, their priority, the means required and the expected level of investment that will be required. It will set a framework for the operation and management of the club for the foreseeable future for this and future Committees. In this respect the framework will provide the basis of future investment and attempt to avoid retrospective reaction to problems.

What time-frame is this Business Plan based upon

The Plan is subject to amendment as required, but for initial planning purposes a 3-year period has been defined for the work programme.

How have, and how will we engage our membership in the Business Planning Process

During the early stages of the planning process, all members were given an opportunity to identify the positive and negative aspects of the club in order to provide the Committee with an indication of the most pressing changes to be made. This initial data collection was

supported by a Members Forum in April 2013 to provide direct feed-back. This process was given support by the SGU.

The Committee will ensure that all members have access to the Business Plan and will be free to comment at any time through the normal communication channels. At the AGM, future reporting will take account of the Plan and provide the membership with direct feedback on the success of keeping to targets.

How will this plan be shared

The Plan will be made available through a members-only secure section of the club webpage and will be reproduced as part of the AGM reporting process.

Who will be reading this plan ?

PRIMARY READERS : All present and future Committee Members
The full Club membership

SECONDARY READERS : Representatives of the SGU

Situational Analysis

Understanding our club's situation is an important part to help plan its future. By undertaking these exercises we understand where the Club is, and which direction it should go.

SWOT Analysis

Our SWOT analysis is designed to identify what we are good at, what we can do better, as well as the things which may have a positive or negative impact on our club. This is our Club's SWOT which includes the input from our Members Forum:-

STRENGTHS

1. Positive reputation as a club with a high quality 9-hole course with excellent greens and fairways.
2. New pavilion for members with only a very limited need for further financial investment.
3. Buoyant membership numbers with total subscription levels increasing in recent years
4. Membership fees kept at modest levels compared to other clubs
5. Club financially sound and able to invest in course development.
6. Intensive competition programme both within the club and with 4 opens
7. Active Ladies and Seniors Sections.
8. Well- located within the village close to other village facilities (shops, pubs)
9. Catering facilities operating
10. On-line visitor and members booking system in full operation.
11. Close proximity to Gleneagles for the 2014 Ryder Cup

WEAKNESSES

1. 9-hole course, therefore a natural ceiling to acceptable membership number
2. Pavilion not licensed and level of catering limited to snacks
3. Under-use of catering facilities by the majority of the members and catering currently an income drain

4. Too many members treat the course almost on a “pay and play” basis, with little interest on other aspects of the club.
5. Location means that some degree of water-logging is inevitable during very wet periods.
6. Visitor numbers disappointing, though heavily weather-dependent.
7. Modest training facilities in terms of nets, practice bunkers etc
8. Very limited range of golf products for sale
9. Inadequate storage within the pavilion made worse by the need to serve non-golf interests
10. Workshop and storage for the course maintenance equipment currently inadequate
11. No full-time golf pro

OPPORTUNITIES

1. Visitor numbers could be expanded through linkages with other clubs, hotels and general advertisement and the new website developments.
2. Modest expansion of range of catering might provide incentive for more visitors (players and general public)
3. Development of golf packages – golf & food combinations
4. Taking active role in the new PK Council led golf initiative proving linkage to other clubs and accommodation.
5. Perthshire is well-known for golf and as a general vacation destination
6. 2014 Ryder Cup will bring a large golf-loving fraternity to the area.
7. Expand training opportunities for both members and visitors through recognised programmes.
8. Use of PayPal through the club on-line booking system should drive up visitor numbers

THREATS

1. Like all golf clubs, very much at the receiving end of the economic downturn in terms of both membership and visitors
2. Similarly, income is highly dependent of the weather especially over the main summer months
3. Aging membership, insufficient numbers of juniors willing to continue.

More Of / Less Of

Every club has things that they would like more of, and things that they would like less of. This is our Club’s list of these things obtained from a Member’s workshop.

More Of	Less Of
Greater use of the pavilion by members	Short-termness of many members
Clean up of the approach to the club including the car park area	Less slow pay – particularly by 4-balls
Greater commitment by members in volunteering etc.	Disruptive mowing
Improved interaction between the Gents and Ladies Sections	
Additional social events to support the Club	
Additional waste bins	
Attention to course drainage	

Competitors Analysis

The market competition that our club faces is much more than just other golf clubs. Here is the competition we have identified in our Club's marketplace :

Direct Competitors / Rivals	New Entrants
<ul style="list-style-type: none"> • Other clubs within Perthshire • Clubs with linked restaurant facilities • 	<ul style="list-style-type: none"> • None •
Customer Bargaining Power	Threat of Substitutes
<ul style="list-style-type: none"> • All clubs are now offering special deals • No waiting lists or joining fees has now become the norm for many clubs • Special 2 for 1 deals and the like make the "pay and play" option more attractive 	<ul style="list-style-type: none"> • Loss of juniors to other activities • •

PEST Analysis

Our PEST Analysis helps us understand the external factors which impact upon our Club. These fall into four different areas :

Political	Economic
<ul style="list-style-type: none"> • Health and Safety legislation • Food Safety legislation • New employment legislation making greater responsibility on the need to provide staff pensions. • Inland Revenue legislation demands increased reporting and data collection 	<ul style="list-style-type: none"> • Recession leading to reduced resources for sport and leisure • Increased fuel cost for travel to club from Perth etc. • Reluctance to spend on non-golf aspects i.e. catering • •

Social	Technological
<ul style="list-style-type: none"> • Aging membership • Poor acceptance of golf within younger generation • Blame Culture - pressure to hold the club legally responsible for any injury to players/visitors. 	<ul style="list-style-type: none"> • Need to maintain an active and up to date web presence • Need to operate a secure section on the web to provide business-sensitive information to members only. • Use of social networks are becoming more important and currently we have limited involvement

Financial Analysis

To get an understanding of our club's financial situation we have completed a Financial Analysis Spreadsheet (see appendices). Using the information in this we have identified a number of noteworthy recent financial trends at our club :

Recent Financial Trends at our Club	
1.	Income from membership has been very stable at around £85,000
2.	Visitor income has varied in accordance with the seasonal weather but has generally been in the order of £15-17,000
3.	Payroll costs for green keeping staff , Starters and kitchen staff is the main expenditure and has been around 70-75% of the income from membership
4.	The club has managed to operate with a small surplus over the year

Below we have identified four future financial targets that we believe the club must achieve as part of this plan :

Future Financial Targets at our Club	
1.	Income from members subscriptions and visitors green fees to exceed £120,000 by Year 3
2.	Catering operating within the club to a satisfactory level and at least cost neutral by Year 3
3.	Adequate funding set aside for a 3-year course development programme to be defined and agreed by November 2013
4.	Development programme for Junior Section to be in operation on an annual basis funded in accordance with detailed objectives and work programme to be defined by November 2013

Section 2 : WHERE ARE WE GOING?

Purpose

We have chosen the words that featured most prominently in our Situational Analysis to create a statement of why our club exists; our *Club Purpose* :

Dunning Golf Club will provide a quality golfing experience to all its members and visitors within a friendly and welcoming environment

Golf Club Core Areas

With our Club Purpose at the centre of everything we do, we have identified the most important parts of our golf club - our *Core Areas*.

Core Area of our Club
The Course: Maintenance of a high quality course using highly professional green keeping staff.
Members and Visitors: A friendly and welcoming environment to be maintained for both members and visitors
Finance and Governance: Club managed in accordance to high principles of good governance and financial stability.
Golf Competitions: Active programme of Open and internal competitions
Junior Development: Active Junior Section providing direct link to main adult sections

Section 3: HOW ARE WE GOING TO GET THERE?

This section is how our Club will achieve its purpose. For each of our Golf Club's *Core Areas*, we have previously identified :

A Strategy Statement; how this core area will contribute to our overall *Club Purpose*.

SMART Objectives; what we are seeking to achieve in this *Core Area*.

Initiatives; the ideas that will help us achieve our *SMART Objectives*.

Note: SMART = Specific, Measurable, Achievable, Realistic and Timed.

Core Area 1	Golf Course
Strategy Statement	
Maintenance of a high quality course using highly professional green keeping staff.	
SMART Objectives	
<i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i>	
<ul style="list-style-type: none"> • 3 year costed development plan to be agreed by the Committee prior to the AGM 2013 with additional development of up to £30K (over and above normal maintenance) for the 3 year period. • Club members ideas/reactions to draft plan to be considered prior to completion • Promote interest in course management through volunteer days 	
Initiatives	
<ol style="list-style-type: none"> 1. Green Convenor and Greenkeeper to prepare outline proposals for discussion for course maintenance and development strategy by the end of October 2013 2. Two volunteer days each season 	
Responsibility for Initiatives	
<ol style="list-style-type: none"> 1. Green Convenor supported by Head Greenkeeper 2. Captain and Green Convenor 	

Core Area 2	<i>Members and Visitors</i>
Strategy Statement	
A friendly and welcoming environment to be maintained for both members and visitors. Revenue from visitors being utilised to the benefit of club members	
SMART Objectives	
<ul style="list-style-type: none"> • Maintain total adult membership at around 470 by April each year. • Retention rate for members to approach 90% by April 2016 • Survey both visitors and members as to their overall impressions on a regular basis with the objective of reaching highly satisfied (8+/10) by 2016 or before. • Carry out basic kitchen improvement and establish a simple but reliable snack service in order to make catering cost neutral by 2016 • Ensure regular updates to members on progress and issues through newsletters • Training programme for club personnel to be instigated. • Data on the number of visitor rounds to be prepared and reviewed • Regular comparison of our charges to be made with competing clubs • Regular visitor promotion to be undertaken. 	
Initiatives	
<ol style="list-style-type: none"> 1. Commentary cards to be made available to all visitors and to members 2. Monthly newsletters to be prepared and circulated by email to members and copies available within the pavilion 3. Kitchen equipment to be improved in accordance with modified catering arrangements and installed late 2013/early 2014 4. Maintain an active role within the Perth Golf Breaks network and any similar associations 5. Review to be undertaken of local clubs with respect to their current membership and green fees. 6. Ensure that all Starters are schooled in the correct welcoming procedures. 7. Provide a welcome pack to all new members and hold a social evening to introduce members to the Committee 8. Hold at least one Open Day per season to attract new members 	
Responsibility	
<ol style="list-style-type: none"> 1. Secretary to have cards prepared for new Season (2014) 2. Captain to continue monthly newsletter initiated in 2012 3. Catering Subcommittee in association with the Pavilion Committee 4. Secretary to ensure that links within the Perth Golf Breaks are maintained and strengthened. 5. Sub-Committee to be given the specific task of summarising information 6. Secretary to check on procedures along with the issue of amended Job Descriptions 7. Captain supported by Committee 8. Captain with full Committee support 	

Core Area 3	<i>Finance and Governance</i>
Strategy Statement	
Club managed in accordance to high principles of good governance and financial stability.	
SMART Objectives	
<ul style="list-style-type: none"> • Monthly updates on income and expenditure to be prepared for the Committee • All development and expenditure to be carried in accordance within a defined and agreed plan whether it be related to the course, staff training or improvements within the pavilion. • Income from visitors to be subject to a marked improvement over the course of the Plan such that total income from membership and visitors exceeds £K120 by 2016. • Accounts to be subject to annual inspection by the Reporting Accountant. 	
Initiatives	
<ol style="list-style-type: none"> 1. Detailed analysis of income and expenditure trends for the last five years prepared as an appendix to this plan and to be subject to annual updates 2. Accounts for 2013 and all subsequent years to be tabled at the AGM 3. Data on income, visitor numbers to be completed and compared with national and regional clubs through the SGU database 	
Responsibility for Initiatives	
<ol style="list-style-type: none"> 1. Club Treasurer to prepare summaries 2. Club Treasurer with assistance from the Gents and Ladies Captains 3. Secretary 	

Core Area 4	<i>Competitive Golf</i>
Strategy Statement	
The Club will ensure that there is an active programme of both Open and internal competitions suitable for all club members.	
SMART Objectives	
<ul style="list-style-type: none"> • Competition programme to be re-examined each season, with emphasis being placed on ensuring a good mix of competition structure. • The Club will offer 4 top-class Opens each season. 	
Initiatives	
<ol style="list-style-type: none"> 1. Sub-committee (Ladies and Gents) to prepare new programme at the end of each season in good time before the production of new membership cards. 2. Special Ryder Cup week to be planned for September 2014. 	
Responsibility for Initiatives	
<ol style="list-style-type: none"> 1. Match Secretary plus supporting subcommittee 2. As above 	

Core Area 5	<i>Junior Golf</i>
Strategy Statement	
Active Junior Section providing direct link to main adult sections	
SMART Objectives	
<ul style="list-style-type: none"> • Full coaching programme to be prepared to provide a structured training package for the 2014 season • Links with local schools to be reinforced • Summer school to be undertaken each year • Target to increase junior membership to 100 by the end of 2016 and retention to be increased to 75% 	
Initiatives	
<ol style="list-style-type: none"> 1. SGU approached to provide suggestions in developing coaching programme for 2014 2. Junior development programme to be prepared for the next 3 years 3. Programme to be developed for a mini-Ryder Cup 	
Responsibility for Initiatives	
<ol style="list-style-type: none"> 1. Junior Convenors supported by subcommittee 2. As above 3. As above 	

Section 4: WHO IS ACCOUNTABLE?

Staff & Volunteers

Having completed our plan we have reflected upon who will be expected to carry it out successfully. For each of our Club's Core Areas here is the responsible people and who will help them :

<i>Core Area of our Club</i>	<i>Person Accountable</i>	<i>Supported By</i>
<i>Golf Course Development</i>	Head Green Keeper	Green Convenor
Members and Visitors	Secretary	Sub Committee
<i>Governance and Finance</i>	Captain	Office Bearers
Competitive Golf	Match Secretary	Sub Committee
Junior Golf	Junior Convenor	Sub Committee
<i>Membership Attraction & Retention</i>	Captain	Sub Committee

Training

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

<i>Person</i>	<i>Training Required</i>
Green Keeper	Up dating as necessary on use and control of chemicals and improved course management equipment
Junior Convenor	Coaching strategy and techniques
Starters	Renewal of Food Hygiene and First Aid qualifications as required.

Section 5: HOW WILL WE KNOW WE ARE THERE?

To know if we are progressing satisfactorily, we need to keep score for each of our *Core Areas*. These are our club's Key Performance Indicators (KPIs) - the things that will determine whether our *SMART Objectives* on track to being achieved:-

<i>Core Area of our Club</i>	<i>Primary KPI</i>
<i>Golf Course</i>	3 year course development plan approved and operational
Members and Visitors	Adult membership to be kept close to 470 and retention level reaches 90% Members and Visitors to rate their overall satisfaction very highly (8+/10)
<i>Governance and Finance</i>	Income from membership and green fees to reach £K120 by 2016
Competitive Golf	New programme including 4 Opens to be agreed for inclusion in the membership cards by the end of each calendar year
Junior Golf	Coaching plan prepared and being implemented and to be in place for 2014 season

Our Committee Meeting Agenda will consist of our KPI Report and any discussion required around Core Areas that are not 'Not-Target'

Business Plan Appendices

Overview of Plan and Summary of Accounts for last 5 years

3 Year Plan



2014-2016

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with local competition**

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**Membership
satisfaction >8**



3 Year Plan



2014-2016

Initiatives

• **Members and Visitors**

- New catering plans
- 1 x Open Day
- Monthly Captain's Log and Ladies Newsletter
- Competition analysis
- Birdies and Bogeys Survey
- Electronic Customer Satisfaction Survey
- Members Section on web site
- Customer Service and Catering training for all staff
- Construct an e mail data base for all Visitors
- Continue the association with Perthshire Golf Breaks and other local tourist activity

Owner: **Captain**, Lady Captain,
Membership Secretary + sub committee

• **The Juniors**

- Structured skills development and etiquette appreciation
- Dedicated coaching
- Summer School
- Mini Ryder Cup
- Continue links with local schools
 - Dunning
 - Forteviot
 - Abernethy
 - Aberuthven
- Run a successful Junior Open

Owner: **Junior Convenor** + sub committee



3 Year Plan



2014-2016

Initiatives

- **The Golf**

- 4 Opens
- Ryder Cup week w/c 20th Sept 2014
- Summer League . “The Race to St Andrews”
- Grand Slam of Golf
- Ladies Competitions
- 4 x Invitational Events
- 3 x Mixed Events (+ Mixed Open)

Owner: **Match Secretary** + sub committee

- **The Course**

- 3 year course development plan
 - Renovation
 - Preventative Maintenance
 - Course Enhancement
 - Course furniture
 - Storage
 - Equipment
 - £30k commitment over and above BAU spend
- 2 x Volunteer days

Owner: **Green Convenor**, Green keeper

DUNNING GOLF CLUB

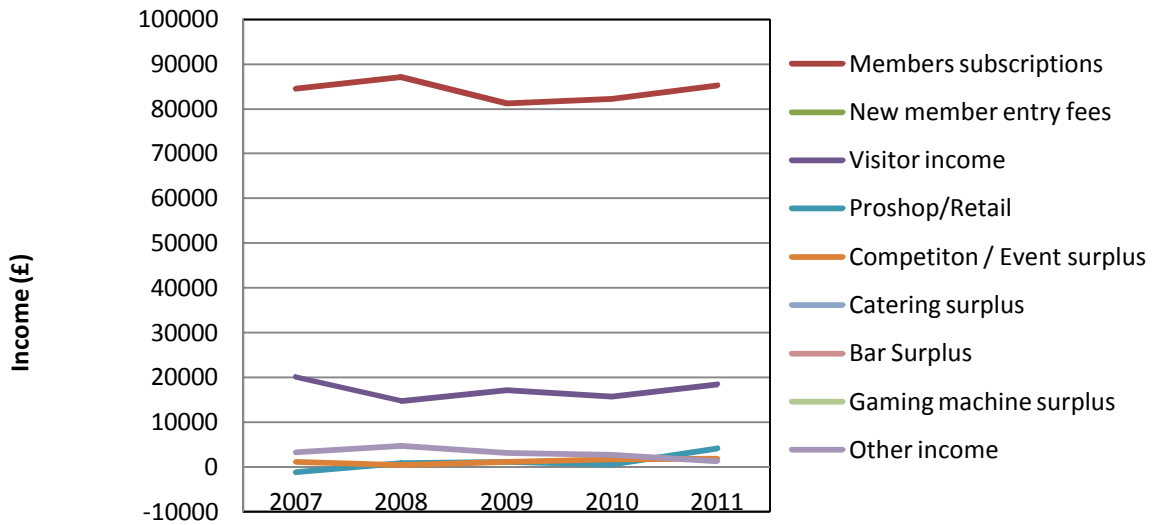
STATEMENT OF OPERATIONAL INCOME AND EXPENDITURE

FINANCIAL YEAR END -

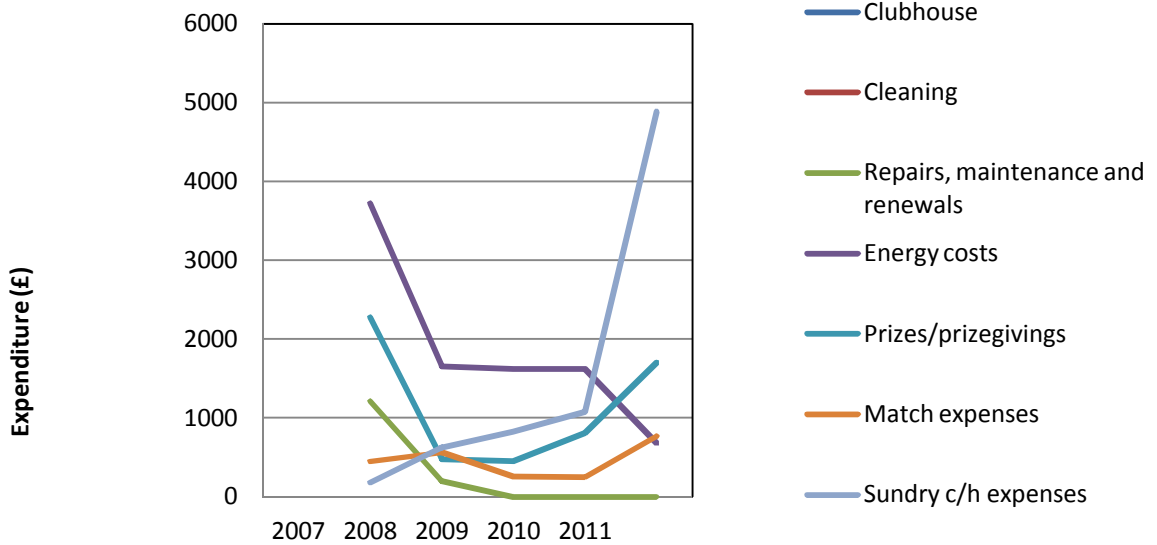
	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016
Income										
Members subscriptions	84440	87,024	81,152	82,204	85,231	91,534	87000			
New member entry fees										
Visitor income	20073	14744	17220	15,699	18,495	13656	14000			
Proshop/Retail	-1202	841	1143	568	4,171	10526				
Competiton / Event surplus	1020	373	1122	1,693	1,808	2522	2700			
Catering surplus							9000			
Bar Surplus										
Gaming machine surplus										
Other income	3183	4722	3115	2,762	1,329	2460	2430			
	107,514	107,704	103,752	102,926	111,034	120,698	115,130	0	0	0
Expenditure										
Clubhouse						Rent	Rent			
Cleaning					725	319				
Repairs, maintenance and renewals	1212	197	0	0	0					
Energy costs	3718	1,655	1620	1620	683	3688	4125			
Prizes/prizegivings	2272	478	452	808	1700	2588	3200			
Match expenses	447	566	260	251	770	464	450			
Sundry c/h expenses	182	625	829	1078	4886	3287	2300			
	7,831	3,521	3,161	3,757	8,764	10,346	10,075	0	0	0

	Course												
	Payroll costs	42876	37,092	29008	30185	32493		39281	32350				
	Course rent if applicable												
	Water charges	1465	1,295	1119	1556	1301		1018	1000				
	Equipment running costs	9504	7,022	5231	4267	7354		6168	7000				
	Depreciation	21254	26,779	12779	6113	6689		5672	10500				
	Course Materials	5833	4,289	3380	5483	7654		7924	7500				
	Finance leasing costs	3793	2,264	1893	1005	102		1619					
	Miscellaneous	3819	3,713	2714	6348	6419		6864	10800				
		88,544	82,454	56,124	54,957	62,012		68,546	69,150	0	0	0	
	Administration and Customer Services												
	Payroll Costs	18233	17,754	17533	18308	23682		27603	27765				
	Professional / Retail												
	Insurance, banking, acctg, legal & prof fees	2831	2,901	1791	1511	2498		1360	1460				
	Golf union subscriptions	4402	5,983	4577	4625	5027		5371	6167				
	Non-recoverable input V.A.T												
	Postage & stationery	1298	1,138	1599	1193	1625		1392	1550				
	Marketing												
	Sundry expenses	5853	5,046	3152	2722	4661		6007	6040				
		32,617	32,822	28,652	28,359	37,493		41,733	42,982	0	0	0	
	Total Expenses	128,992	118,797	87,937	87,073	108,269		120,625	122,207	0	0	0	
	Surplus for the year before tax	-21,478	-11,093	15,815	15,853	2,765		73	-7,077	0	0	0	
	Corporation Tax if applicable	1690	1491	2424	1,121	1,202		-805	2300				
	Surplus for the year	-23,168		13,391	14,732	1,563		878	-9,377	0	0	0	

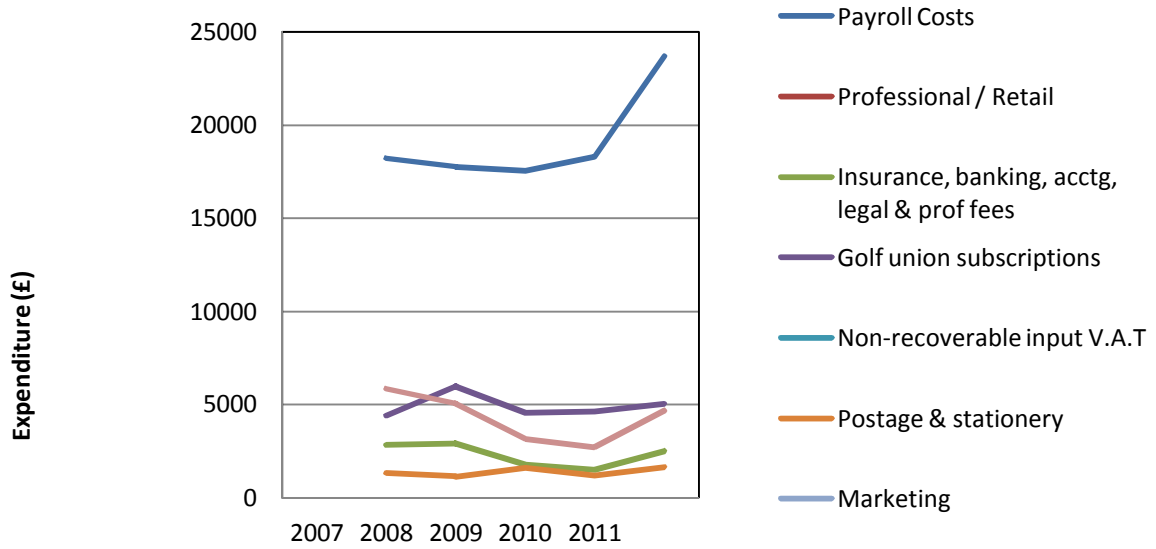
Golf Club Income



Clubhouse Expenditure



Admin & Customer Services Expenditure



Golf Course Expenditure

