



Nairn Dunbar Golf Club

Business Plan

**‘To enable people to enjoy their golf in a friendly
sustainable environment’**

Friendly & Welcoming
Positive Impact on the Environment
Operating Sustainably
Operating Profitably
Enjoyment of Members & Visitors
Supportive & Empowering Employer

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This plan has been created by and approved by:

Version	Date	People
Version 4.0	01-04-2023	Kieran Maclean, General Manager
	26-04-2023	Management Committee

Section 1: WHERE ARE WE NOW?

Introduction

Nairn Dunbar Golf Club was founded in 1899 and since then has provided opportunities for the people of Nairn to play the game. The current layout of the course was designed by accomplished local professional Peter Robertson in 1936 and provides both members and visiting players with a challenging yet fun place to play. Renowned for its firm and fast running greens Nairn Dunbar has hosted many major tournaments over the years.

There are around 30,000 rounds of golf played annually on the links at Nairn Dunbar but, like most other golf clubs in the country, faces falling membership numbers. There are presently around 250 Full Members (35+), 80 Senior Members (65+), 65 Youth Members (under 34) and 280 Social/House Members.

The clubhouse is used often by members day-to-day, local people and golfing/non-golfing events but is now looking a bit dated and is not utilised to its full potential.

As a Not-for-Profit organisation the club is managed by the Management Committee consisting of the Captain, Vice-Captain and 9 councillors. The Management Committee meet monthly to discuss club business, sub-committee/groups meet at various times throughout the year to help action/volunteer to benefit the club day-to-day.

Overall day-to-day management of the club is held by the General Manager supported by his senior team consisting of, Course Manager, Office Manager, Clubhouse Manager, Club Professional and their department staff.

It has been agreed that the club needs to operate in a more business manner going forward and continue to follow the club's purpose and drive the club from good to great.

This business plan will give a clear understanding of the way forward for the club.

Situational Analysis

Understanding our club's situation is an important part to help plan its future. By undertaking these exercises, we can understand where the Club is.

SWOT Analysis

Our SWOT analysis identifies areas of what our strengths, weaknesses, threats and opportunities are.

Strengths	Weaknesses
Championship links course offering great golf Tee time availability (specifically afternoons) Functions & Events, regular and large capacity (150 people) Friendly and welcoming staff Staff & Management Structure Enthusiastic committee Supportive members	Finances – income generation against increased costs Finances – capital/savings Aging membership profile Declining membership numbers Practice Area – quality/condition Clubhouse décor outdated Weak junior base – no junior convenor Communication – within senior team and/to committee
Opportunities	Threats
Property developments within local area (new houses built) Sponsorship from local business's Corporate memberships from local/surrounding business's Increase visitor numbers/income – tee times available Increase Tour Op business – tee times/services available Membership categories – change to match new way of life Practice Area – structure and space available	Neighbouring competitor clubs/courses Economy – Cost of living – continuous price increases Weather conditions Local business's trading/closing Other interests/hobbies Time taken to play

Recent Club Trends

To get an understanding of our club's situation we have identified the following recent trends:

1.	Declining membership
2.	Increasing visitor/green fees
3.	Quality of golf course/conditions
4.	Increased clubhouse activity – functions and events
5.	Juniors joining competitor clubs

Recent Industry Trends

To understand the golf industry overall, trends have been identified as follows:

1.	Declining golfers being members of clubs
2.	Increasing number of nomad golfers
3.	Staff shortages/recruitment

Section 2: WHERE ARE WE GOING?

Club Purpose

‘To enable people to enjoy their golf in a friendly sustainable environment’.

Friendly & Welcoming

We will provide opportunities for players of all standards to play golf in a friendly and welcoming atmosphere that does not discriminate on the grounds of gender, age, race, religion or belief, sexual orientation or disability. In addition, we will offer clubhouse services, office administration services and professional services in a welcoming and friendly environment.

Positive Impact on the Environment

We will ensure that our Club has a positive impact on the environment by working closely with industry experts. Improving our course conditions not only for the benefit of people but for the benefit of wildlife, by continuing to improve natural habitats for a variety of species. This will be supported by the course development plan.

Operating Sustainably

We will operate sustainably through several avenues such as waste management to reduce our waste production, continue use of our own natural resources such as sand and course maintenance supported by the Course Development Plan.

Operating Profitably

We will ensure that throughout all departments of the club we are maximising revenue by providing a range of membership categories that satisfies the needs and expectations of both current and potential club members. Excellent value for money for visiting parties to the club by supplying a Championship Links Course at a competitive rate. Providing bar & catering services to members & guests and private functions such as weddings/funerals. We will continuously investigate options to reduce expenditure wherever possible within the club.

Enjoyment of Members & Visitors

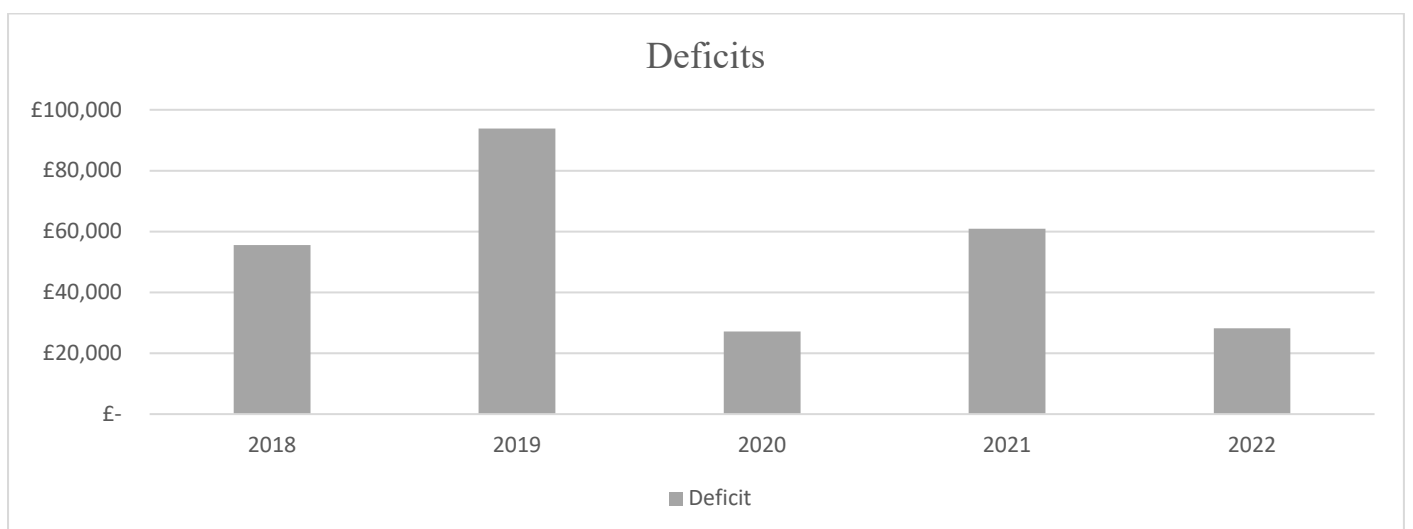
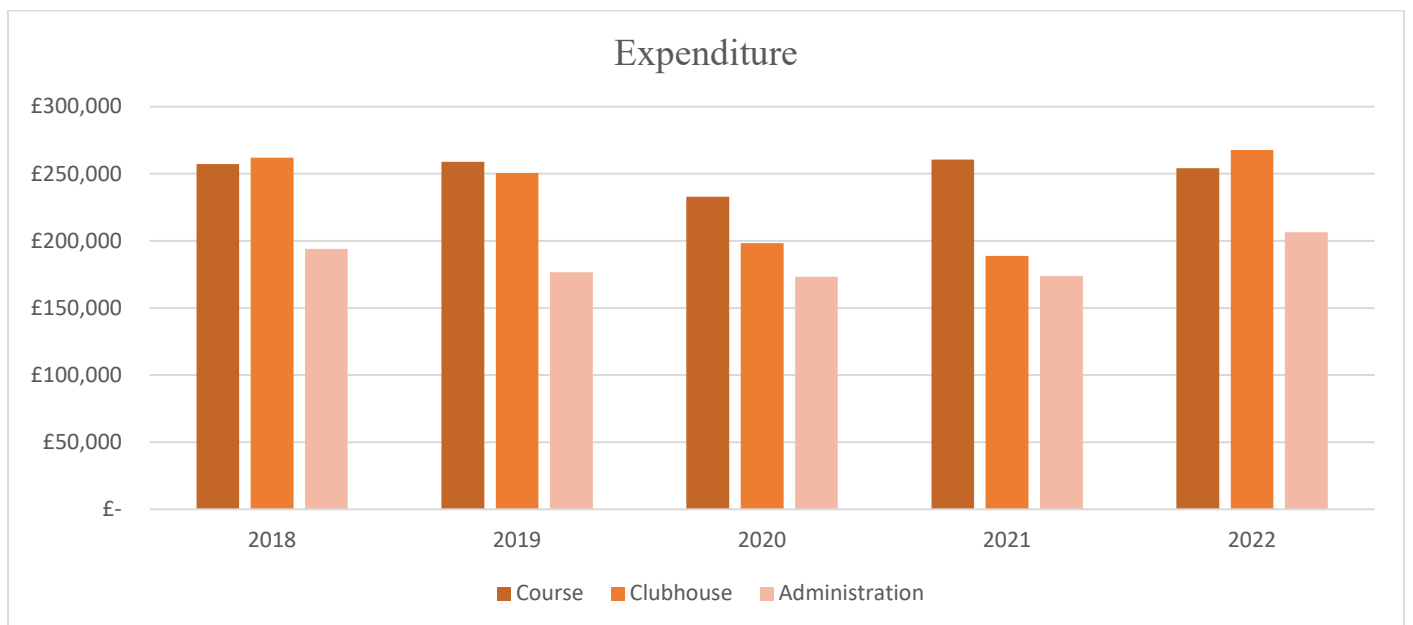
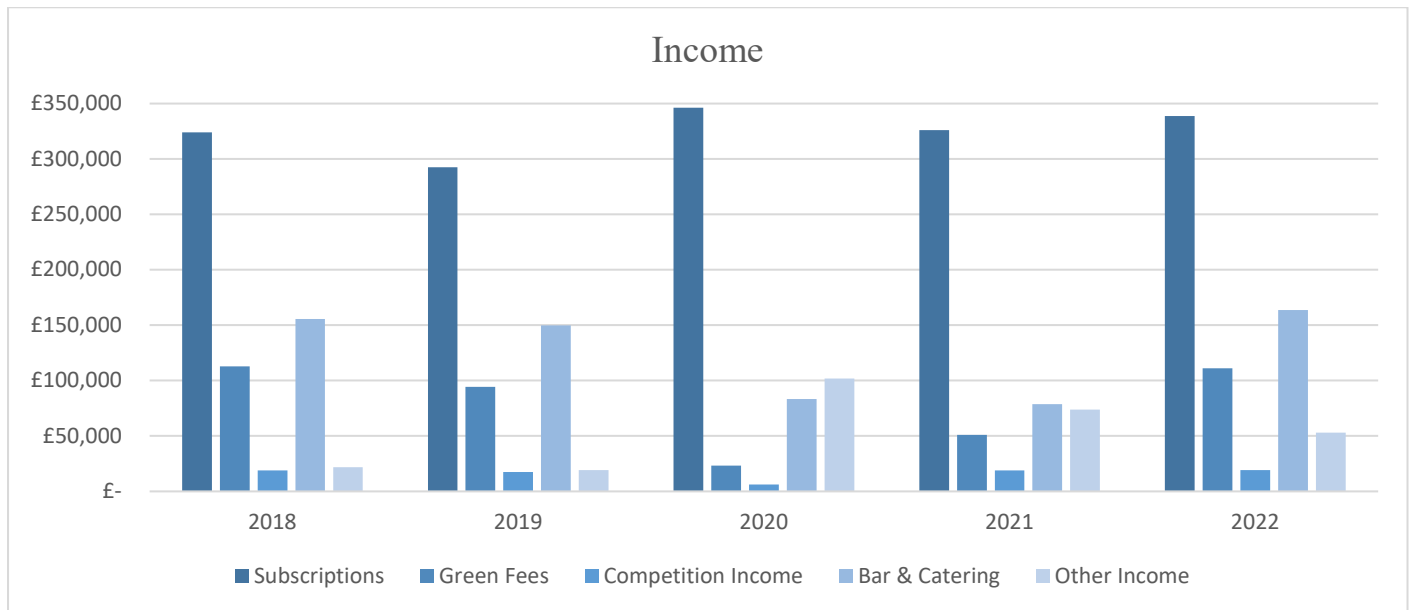
We will ensure that our members feel so valued that they will want to remain in the club for their lifetime and our visitors want to return year on year. We will provide opportunities for all categories of players to participate in competitive golf in addition to providing a variety of fun events aimed at encouraging families to enjoy playing the game together. A fair and timeous booking system will be used to make the process of arranging games as easy as possible. We will use various social media channels to increase the club’s profile and keep members informed of activities and developments in the club.

Supportive & Empowering Employer

We will ensure that all of our employees will receive full training and development to support them in their roles. We will encourage them to continuously drive themselves forward within their roles getting the best from them. We will ensure all employees have up to date contracts, job descriptions and any information required within the employee handbook. We will ensure that a third party human resources company/consultant is available at all times to give employees professional advice as/when required.

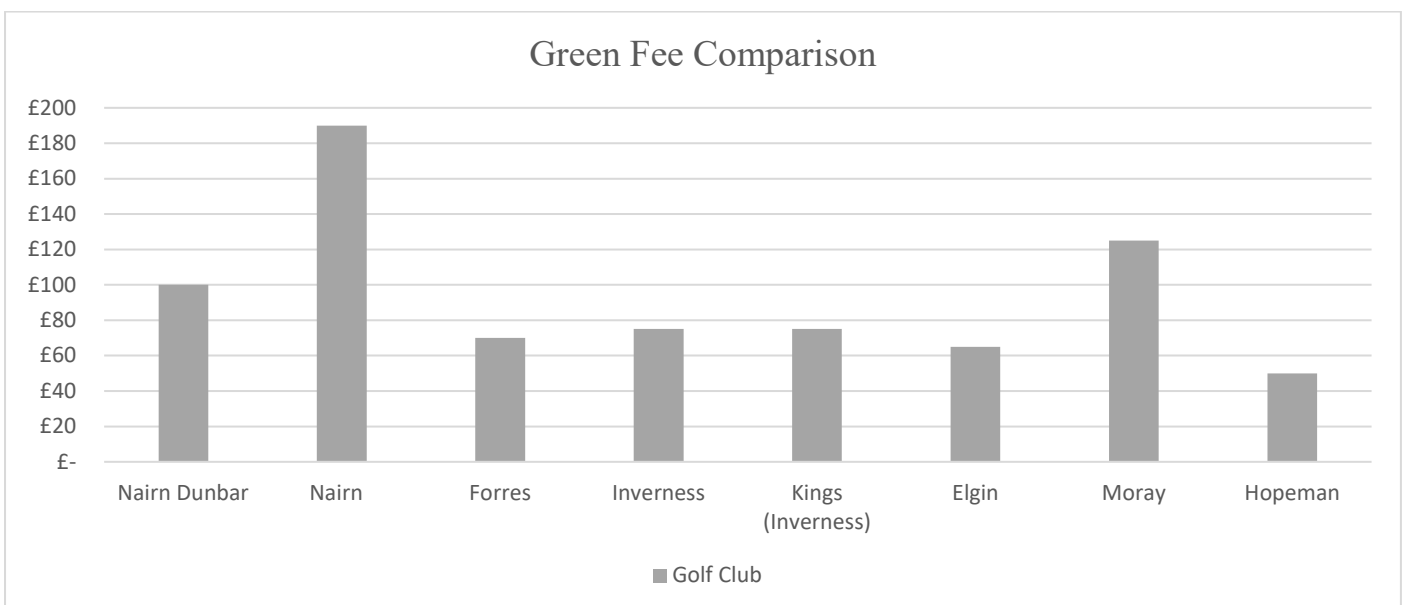
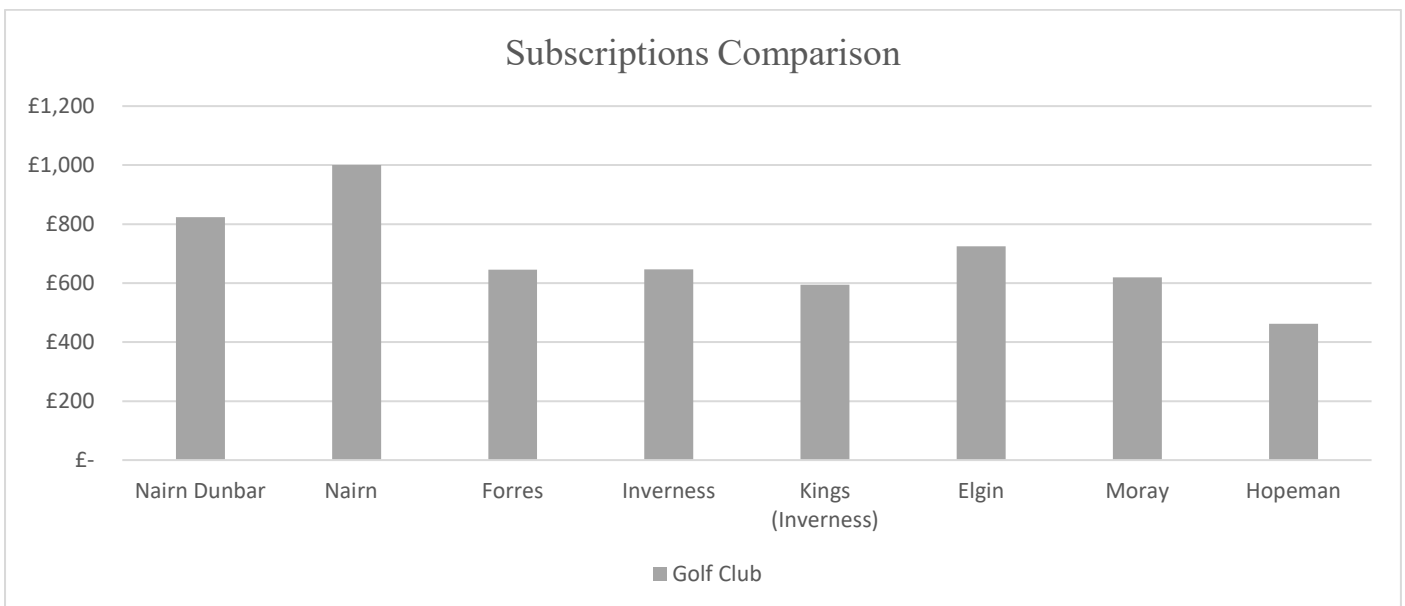
Section 3: HOW ARE WE GOING TO GET THERE?

Knowing Where We Are



Competitor Analysis – 2022/2023

Club	Subscription (full)	Joining fee	Green Fee (peak)
Nairn Dunbar	£824.00	-	£100.00
Nairn	£1000.00	£1000.00	£199.00
Forres	£645.00	-	£70.00
Inverness	£647.00	£450.00	£75.00
Kings (Inverness)	£620.00	-	£75.00
Elgin	£725.00	-	£65.00
Moray	£689.10	-	£125.00
Hopeman	£462.00	-	£50.00



Core Area	Membership Recruitment & Retention
Strategy Statement	
<p>Provide a range of good value membership options that fit the needs of a wide variety of age groups, financial backgrounds, and golfing abilities.</p> <p>To reduce the number of members who leave the club each year by offering a good value range of membership options and a comprehensive list of member benefits.</p>	
SMART Objectives	
<i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i>	
<ul style="list-style-type: none"> • Increase Full Playing Members (Gents & Ladies) to a sustainable 300 by 31/3/2025. • Increase the number of Introductory Members to 30 by 31/3/2025. • Increase the number of Lifestyle Members to 50 by 31/3/2025. • Increase the number of Young Members (under 35) by 20 by 31/3/2025. • Increase social memberships by 30 by 31/3/2025. • Reduce the number of members leaving the club annually to a maximum of 5% • Successfully convert 10% of Introductory members to either Full/Lifestyle annually 	
Initiatives	
<ul style="list-style-type: none"> • Decorate and refurbish clubhouse • New members evenings – host 1 per quarter • Consider introduction of a pay per play type of membership • Identify other businesses, organisations or clubs we can partner with to help promote the club • Identify/Capture ways of utilising previous members that are now Professionals/Tour Golfers as a club/brand ambassador • Review of membership categories – more affordable options 	
Retain	
<ul style="list-style-type: none"> • Introductory Membership package - offer 1 x free 30min 1:1 lesson and 1 x free group lesson with PGA Pro • Offer a range of payment options for subscriptions • Continue to promote the list of membership benefits and offers – reciprocals, rover tickets, 15for12, Winter Ticket • Incentivise current members to attract new members to the club via the Membership Referral Scheme • Ask the members – regular surveys to members for feedback throughout the year 	

Core Area	Visitors
Strategy Statement	
<p>We will continually work hard at growing our visitor numbers by raising the profile of the club nationally and internationally. There is accessibility to the golf course most days and in particular during the afternoons without impacting on member's times.</p>	
SMART Objectives <i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i>	
<ul style="list-style-type: none"> • Increase green fee revenue to a sustainable £150,000+ by 2025 • Increase the volume of Tour Operator bookings by 50% by 2025 	
Initiatives	
<ul style="list-style-type: none"> • Introduce discounts for more golfers booked per 1 tee time – 1ball = £100, 2ball = £175, 3ball = £250, 4ball = £325 • Promote discounted twilight rate (after 3pm) • Investigate deals with third party sources, such as Itison, Playmore Golf • Investigate bulk buying of rounds, for example 12 rounds of golf for £360 	
Retain	
<ul style="list-style-type: none"> • Continue to promote 'Ticket' offers with other clubs, Moray Ticket, Nairn Ticket etc. • Introduce a discounted rate for playing a 2nd round • Highlight and promote any Major Competitions being hosted at the club • Marketing consultant sourced to increase all social media platform use and publications within the industry • Continue to attend Scottish Golf Tourism Week to promote the club to Tour Operators 	

Core Area	Bar & Catering Services
Strategy Statement	
<p>We will provide a full range of bar & catering services to both members and visiting golfers at agreed times throughout the year. We will also encourage additional social events as part of the wider members' community in order to meet the demands of all member categories.</p>	
SMART Objectives <i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i>	
<ul style="list-style-type: none"> • Sustain a gross profit margin on bar sales of 60% • Sustain a gross profit margin on catering sales of 60% • Increase bar & catering sales to £330,000+ annually 	
Initiatives	
<ul style="list-style-type: none"> • Decorate and refurbish clubhouse lounge • Annual planner for opening days of 'Charlies' halfway hut • Increase volume of Sunday Lunches • Maximise 'Charlies' with a target of £15,000 of sales per annum • Invest in clubhouse furnishing (tables, chairs, carpet and general décor) 	
Retain	
<ul style="list-style-type: none"> • Review and reduce the bar & catering opening hours to match demand of members and visitors to improve efficiency and reduce unnecessary wage/energy costs • Calendar of events – decreased through summer and increased in winter 	

Core Area	Golf Course
Strategy Statement	
<p>We will provide a course that tests the skills of the scratch golfer whilst being a fun and enjoyable experience for the average player. The course will be maintained in line with the Golf Course Policy/Course Development plan, we will continually strive towards producing a true links playing experience.</p>	
SMART Objectives <i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i>	
<ul style="list-style-type: none"> • To provide members, guests & visitors with a traditional links course • To produce consistent year-round playing conditions • To produce firm and true putting surfaces • To produce thin wispy rough • To provide quality practice facilities • To achieve GEO certification 	
Initiatives	
<ul style="list-style-type: none"> • Top dress greens on a ‘little and often’ basis throughout the year • Convert fairway pot bunkers to naturalised bunkers, where appropriate • Create and implement a gorse management plan – to allow dead/dying gorse removal and regeneration • Create project portfolio for upgrading the practice facility/range. • Drainage plan to be created for the 13th and 14th fairways. 	
Retain	
<ul style="list-style-type: none"> • Continue with greens maintenance twice a year, including aeration and over-seeding with bent & fescue grasses • Continue with the rough management plan to reduce thick dense rough and promote thin wispy rough • Continue with tree thinning work to allow natural light and increased air flow to surfaces • Volunteers – continue to encourage members to help volunteer on the course as much as possible 	

Core Area	Club Governance
Strategy Statement	
To have a business-like management structure in place which provides effective club governance in accordance with the Club Constitution.	
SMART Objectives <i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i>	
<ul style="list-style-type: none"> • To drive towards Scottish Golf’s ‘Vision of a Modern Board’ • To reduce the number of committee members from 11 to 10 incorporating officials, convenors, and specific representatives • Provide each committee member a specific role as part of their place on the management committee • To give the senior management the correct level of authority to manage the club effectively and efficiently on a day-to-day basis 	
Initiatives	
<ul style="list-style-type: none"> • Vision of a modern board – Captain, Vice-Captain, Finance Convenor, Course Convenor, Clubhouse Convenor, Membership Convenor, Match & Handicap Convenor. Representatives from Ladies, Seniors, Juniors • Provide staff & committee with relevant training within their roles as appropriate • Communication – improve responsiveness to members/visitors enquiries • Encourage non committee members to join sub-committees/groups 	
Retain	
<ul style="list-style-type: none"> • Supply committee members with ‘Vision of a Modern Board’ annually • Supply committee members with their job roles & responsibilities • Sub-Groups – continue to meet regularly within their sections, aiming for a minimum of monthly meetings 	

Core Area	Financial Management
Strategy Statement	
<p>Steps must be taken to stop the long-running sequence of deficits. We will strive to increase income from membership subscriptions, green fee revenue and increased bar & catering sales.</p> <p>We will continue to review and investigate ways to keep expenditure to a minimal operating level whilst still achieving our goals.</p>	
SMART Objectives <i>SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED</i>	
<ul style="list-style-type: none"> • Maintain Gross Profit levels in both bar & catering sales • Increase membership subscriptions & numbers • Increase green fee revenue • Produce and review monthly income and expenditure • Review expenditure from a want vs need basis • Measuring performance against budgets via the new management accounts 	
Initiatives	
<ul style="list-style-type: none"> • Unbudgeted expenditure – must have approval from General Manager and Finance Convenor before proceeding, where appropriate full committee approval may be required • Clubhouse Asset Management Plan – create and implement to reduce unknown repairs/breakdowns of equipment and ensure we have up to date equipment and furnishings 	
Retain	
<ul style="list-style-type: none"> • Purchase Order Process • Capital Purchase Process • New updated monthly Management Accounts • Machinery Asset Management Plan – continue to review/update especially on machinery required/needed 	

Section 4: WHO IS ACCOUNTABLE?

Management Committee & Senior Management/Department Heads

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:

Core Area of our Club	Committee	Senior Team
Membership Recruitment & Retention	Membership Convenor, Alan Mackie	General Manager, Kieran Maclean Office Manager, Gemma Campbell
Visitors	General Manager, Kieran Maclean	Office Manager, Gemma Campbell PGA Professional, Robbie Stewart
Bar & Catering Services	House Convenor, Stevie Clarke	General Manager, Kieran Maclean Clubhouse Manager, Holly MacBean
Golf Course	Course Convenor, Denis Elder	General Manager, Kieran Maclean Course Manager, Richard Johnstone
Club Governance	Captain, Shaun Smith	General Manager, Kieran Maclean
Financial Management	Finance Convenor, Hazel Clark	General Manager, Kieran Maclean

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:

	Training Required
Senior Management	<ul style="list-style-type: none"> - Leadership & Management – Management development programmes - Business Essentials
All staff	<ul style="list-style-type: none"> - Customer Focus, Service and Complaint Handling - Health & Safety – including fire safety, first aid, food hygiene, COSHH - GDPR
Management Committee	<ul style="list-style-type: none"> - Club Governance – ‘Vision of a modern board’ from Scottish Golf - Convenor Roles – individual items as per convenor description as agreed/when required

Section 5: HOW WILL WE KNOW WE ARE THERE?

To know if we are progressing our Business Plan, 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:

Core Area of our Club	Primary KPI
Membership Recruitment & Retention	Attrition reduced to 5% All categories increased by 5% per annum
Visitors	Increase by 10% per annum
Bar & Catering	Gross sales of £199,000 – bar sales Gross sales of £199,000 – catering sales
Golf Course	Positive feedback from members, guests & visitors Move into Top 50 golf courses in Scotland
Club Governance	All committee positions filled Convenors operating effective sub-committees/groups
Financial Management	Budgets achieved

Section 6: THE ONE PAGE PLAN

Without today's actions, we cannot achieve our Club's Purpose. This page contains the immediate actions that will be undertaken to achieve our Business Plan, the person responsible, and when it will be done by:

Initiative	By Whom	By When
Attract 50 new playing members	Alan Mackie	31/03/2024
Reduce member attrition to 5%	Alan Mackie	31/03/2024
Increase green fee income to £125,000	Kieran Maclean	30/09/2023
Achieve income & expenditure budgets	Hazel Clark	30/09/2023
Achieve fundraising budget of £10,000	Stevie Clarke	30/09/2023
Increase by 10 places in Top100 courses Scotland	Kieran Maclean	31/03/2024
Improve engagement & communication with members and staff	Shaun Smith	30/11/2023
Increase positive comments on quality of golf course	Denis Elder	31/1/2024

Section 7: APPENDIX

Course Development Plan

Club Policies – available via club website or internal noticeboards