



Business Plan

2022 – 2024



Fife Golf Trust - Situational Analysis
& Summary Short to Medium Term Strategic Plan
2022 - 2024

Fife Golf Trust Key Objectives:

1. To advance the public participation in the sport of golf in Fife.
2. To provide and assist in the provision of recreational activities within Fife, with such facilities / activities being made available to the public with the objective of improving their quality of life.
3. To provide as many accessible and affordable opportunities for as many members of the general public in Fife as possible to participate in the sport of golf
4. To provide, establish, operate and /or support other similar schemes and projects which further this charitable purpose

[All plans and actions must align to helping the Trust achieve its aims, objectives, and charitable aims.]

Background

Fife Golf Trust (SC042206) is a registered charity established on 30 March 2011 to manage and operate Fife Council's seven Golf Courses. The seven courses are:

- Auchterderran Golf Course, Cardenden
- Dora Golf Course, Cowdenbeath
- Dunnikier Park Golf Course, Kirkcaldy
- Glenrothes Golf Course, Glenrothes
- Kinghorn Golf Course, Kinghorn
- Lochore Meadows Golf Course, Lochore
- Scoonie Golf Course, Leven

Fife Golf Trust took over the operation of the courses on 1st April 2011.

PRIMARY READERS: FGT senior management team and Board

SECONDARY READERS: Fife Council, staff

Fife Golf Trust's Mission:

To grow the game of golf in Fife by providing affordable and easy access to quality golf courses that have a broad appeal to locals and visitors, existing and new golfers.

Fife Golf Trust's Vision

To deliver an affordable, quality and inclusive golf experience based on the principals of sustainable environmental management.

Situational (SWOT) Analysis:	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Value for money ☐ cost vs quality of product • Skilled, experienced and committed staff and a strong & diverse Board • Comprehensive online booking capability across the business • Strong sense of purpose, identity and progressive outlook • Strong established customer base • Range and quality of links and parkland courses. • Year round golf • Range of Golf Clubs associated with FGT provision. • Thriving tourism industry and infrastructure • Diverse accommodation sector • Good local bars and restaurants • Strong membership of clubs • Positive relationship with key partners namely Fife Council and partner clubs • 9 hole courses and pitch and putt - especially appealing for families and beginners 	<ul style="list-style-type: none"> • No direct debit scheme • No online membership sales facility • Dated brand and look and feel of general online presence • Low customer understanding of FGT's culture of environmentalism & social inclusion • Inactive and ineffective use of social media and digital comms • Lack of of attractive imagery and video assets • Lack of social media optimised ads to sell green fees and season tickets and raise brand awareness • Low number of junior season ticket holders • Low variety of services at clubhouses • Low brand awareness of individual clubs • Inconsistent customer care and lack of process and policy internally • Limited admin resources • IT resources and systems – particularity membership CRM (Xn) clunky and inefficient with lack of quick solutions support • Capacity of some of the courses (Dunnikier) • Quality of welcome and customer care at partner clubs
Opportunities	Threats
<ul style="list-style-type: none"> • Develop and implement an effective marketing strategy • Position FGT as affordable option relative to Cost of Living Crisis • Increase secondary funding opportunities • To define and effectively convey the Trust's mission and vision • Continue to invest in course improvement and maintenance program • To capitalise on increased demand for golf as a COVID safe activity that spans all ages 	<ul style="list-style-type: none"> • Sharp post covid decline in golf demand and participation • Reduction in future funding from local authority exacerbated by increased pressure on public funds by COVID-19 • Adverse weather conditions which may increase to above normal frequency due to changing climate leading to difficulty maintaining quality and access • Unsustainable increase in inflation / costs • Cost of Living Crisis leading people to drop golf as a discretionary spend

<ul style="list-style-type: none"> • Promote golf to the Fife community aligned to R&A Golf and Health findings • Optimise tee booking at high demand times • Renegotiate and establish new SLAs with partner clubs • Increase community focussed initiatives aimed at underrepresented or disenfranchised groups • Achieve GEO 5 year certification and align to FCs environmental net carbon targets • Achieve GEO Climate Leader status by 2027 • Improved brand and brand awareness. • Enhanced marketing activity • Improved use of social media to target visitors and new season ticket holders • Improved use of IT systems especially merging online tee booking and CRM software • Maximise website activity to market and attract the volume which we require. • Development of partnership working (Fife Golf Partnership) • Develop a Golf Development Plan • Increase admin staffing support • New membership options tech enabled such as flexible 	<ul style="list-style-type: none"> • Future course closures due to new COVID variants and attributing lockdowns or restrictions on playing numbers or travel leading to: <ul style="list-style-type: none"> • Reduction in visitor green fees • Reduction in season ticket revenue • Customer dissatisfaction and refund demands • Significant reduction in customer spending power if the economy tanks due to new virulent COVID variants (worst case scenario) • Doing nothing / the status quo and not modernising and not future proofing FGT • Continued economic downturn & austerity measures. • Increased competition from private sector courses • Deteriorating infrastructure, off course facilities, if investment not used properly • Financial constraints from reduced management fee • Retaining key management personnel and Golf Professionals • Maintaining year-round access to courses • Over capacity / use of course to members of clubs
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Recent Trends at Fife Golf Trust	
1.	Downturn in visitor revenue vs YTD 2021 (-37%) as COVID demand bubble pops
2.	Strong new season ticket holder sales + 300
3.	Mediocre season ticket renewal sales (-2.4%)
4.	Increasing supplier prices due to inflation putting pressure on greens budget

Business Plan Strategy, Objectives and Initiatives Summary

Core Area 1: Marketing, STH Recruitment and Retention & Visitor Revenue

Strategy Statement

To maximise revenue without diverging from our charitable objectives. To position the Trust as a modern, progressive, affordable and business-like operation with social inclusion, customer service and quality of golf courses at the heart of everything they do.

Aims / Objectives

- Draft and have approved by senior management a new marketing strategy aligned to business plan
- Improve awareness and perception of FGT
- Achieve <10 attrition of of STH annually
- Increase STH revenue annually
- Maintain visitor green fee revenue above inflation in comparison with 2019
- Increase junior STHs

Initiatives / Actions

- Review online presence including website, brand, messaging, logo and look and feel
- Review social media activity and purpose. Optimise use of Social Media platforms in particular Facebook
- Develop visitor golfer marketing plan in consultation with Fife Golf
- Establish direct debit and online sales facility for season ticket sales
- Propose new STH recruitment initiatives eg flexi, summer, late season (18 for 12) and family memberships
- Review and propose improvements of STH new member orientation process eg welcome doc
- Review specific messaging and activity around junior golf STH recruitment
- Review tee optimisation and yield options for visitors and STHs
- Set up analysis, review and consultation process with partner clubs regarding tee access – new SLA per club established
- Review sponsor and secondary income activity and process

Core Area 2: Community, Inclusion & Golf Development

Strategy Statement

Fife Golf Trust aims to provide as many accessible and affordable opportunities for as many members of the general public in Fife as possible to participate in the sport of golf and will be proactive in engaging people who face socioeconomic or health challenges.

Aims / Objectives

- Increase participation amongst key underrepresented demographics in Fife

- FGTs brand synonymous with openness, inclusion, and proactivity in making golf a game for ALL

Initiatives / Actions

- Become a signatory of the R&A Women in Golf Charter and work with partner clubs to follow suit and implement actions to improve female representation and participation
- Successful delivery management of FGTs role in the R&A led 'Golf on Prescription' project
- Assess and implement Golf Memories / similar activity groups at suitable partner (club) venues
- Target underprivileged / underrepresented groups not currently engaged: disaffected youth in partnership with Justice Officer; women's coaching, young people (juniors); disabled and isolated
- Position the health benefits of golf (backed by R&A Golf & Health report / data) prominently as an affordable way to improve people's lives in Fife
- Position (and ensure actual delivery of) golf at FGT as an open, informal, socially inclusive activity with very little barriers to entry. Ensure no policy barriers and challenge any regressive culture
- Maintain market leading concessions for over 62s, young people and poor
- 'Communities, Organisations and Academics in Synergy To Alleviate health disparities (COASTAL) consortium'. COASTAL is a new industry group which lobbies and secures funding from govt to support inclusion and access initiatives.

Core Area 3: Golf Courses & Environment Sustainability

Strategy Statement

The golf courses are the main asset and product of FGT. Their consistent upkeep to the highest possible quality is critical to the long term success of the business. FGT will maintain the golf courses with environmental sustainability and stewardship is at the heart of everything they do where business wide collaboration makes progress towards a carbon net zero future.

Aims / Objectives

- Maintain for the long term FGT's leading position in sustainable municipal golf venues (in UK/Europe/Scotland) by being the first to achieve GEO climate leader status by 2027
- Attain 5-year GEO certification in 2022
- Achieve year on year carbon objectives aligned with Fife Council's net objectives
- Increase positive PR in relation to carbon strategy and mission
- Achieve x % annual customer satisfaction on course quality and presentation

Initiatives / Actions

- Engage GEO as a priority to begin the 2022-2027 certification process
- Use GEO recommendations and action plan from 2022-2027 certification as basis for course maintenance, longer term carbon efficiencies and offsetting
- Integrate GEO objectives and actions into business and operational plan
- Work with senior colleagues to adopt sustainability practices as a business wide exercise
- Identify unavoidable carbon emissions and potential savings. Make case to FC capital expenditure of need for investment in environmentally sustainable plant and machinery
- Liaise with Fife Council to establish their 'carbon position' and expectations of FGT
- Integrate carbon strategy and mission into marketing / messaging

- Upskill, inform, inspire (and possibly incentivise) FGT staff and partner clubs to play their part in achieving organisationally wide behaviours and goals
- Carry out audit for increasing pollution prevention and recycling at all FGT sites
- Propose policy of all new procurement of materials AND supplier services having a 'carbon conscious' approach where environmental sustainability is considered strongly in the overall value proposition
- Engage in community outreach embracing groups from various sectors and delivering successful projects on the ground as well as improved communication links
- Gain independent measurements on courses annually that integrate into GEO action plan

*Note: there is a strong link between the strategic planning Core Areas of 'Environmental Sustainability' and 'Community and Inclusion'. Sustainability is also about social responsibility, equity and overall value generated. Golf is extremely well placed to build on hundreds of years of community engagement and social value, at a time when there is a genuine need and opportunity to provide more. Issues of diversity, equity and inclusion are vital and can be wrapped up in access to the playing of the sport; to a whole host of wider points of respect and contribution to underrepresented groups, local people, families, schools, producers and suppliers.

Core Area 4: Governance

Strategy Statement

As the custodians Fife Golf Trust, we will hold ourselves accountable for the achievement of the aims and objectives within our business plan, ensuring that our stakeholders are kept up to date with our transparent decision making. Our professionalism will show stakeholders and staff that we are business like in our outlook, but never forget what makes this Trust special and why we exist.

Aims / Objectives

- Improve ALEO governance compliance score on yearly audit
- Improve FCs assessment of our governance performance
- Reduce likelihood of any special measures or merger due to lack of compliance and best practice
- Improve Board understanding and ability to direct and support FGTs governance improvements

Initiatives / Actions

- Engage staff and Board in establishing FGTs mission and vision for 2022-2025
- Board orientation, ideas, team building and guidance session in late 2022
- Engage our customers in establishing what is important through a survey, use this data to drive decision making
- Establish complaints policy and procedure aligned to SPSO & F.C. standards
- Establish business plan for 2022-2025
- Establish financial plan and budget aligned to business plan
- Establish individual SLAs / Heads of Terms with partner clubs on all areas of partnership working and expectations
- Attain GEO 5 year award and integrate action plan into courses maintenance plan

- Appoint Patterson Boyd Charter Accountants & have quarterly meetings to ensure financial best practice, revenue intelligence and fiduciary transparency. This will be mirrored in a financial actions and responsibilities policy.
- Secure R&A Women in Golf Charter status with agreed commitments reflected in partner clubs SLAs
- Establish new SLA with Fife Council (FC)
- Actively look to influence interests of FGT, FCs capital investments in buildings and plant / machinery capital. This must be linked to GEO and FCs carbon targets.
- Establish Governance Action Plan, working with FC Governance Compliance Officer to attain ALEO best practice standards and improvement on audit score
- Create library of governance documents on SharePoint to enable transparency and continuity
- Create Risk Register document and ratify with Fife Council
- Deliver professional quarterly Board meetings with standardised agenda (aligned to FCs ALEO best practice) with papers circulated one week in advance
- Establish annual performance reviews delegated to line managers
- Create budget and plan for 'gold development' engaging, Pros and partners to meet FGT charitable objectives
- Establish our carbon position in relation to FC and use this to leverage best environmental best practice across the business and investment in eco efficient plant and machinery
- Prepare for, attend and implement improvements from FC Scrutiny Committee annually

Core Area 5: Business Operations

Strategy Statement

How FGT runs its business operationally has a direct effect on revenue, customer satisfaction and retention and staff safety and happiness. It is therefore imperative that we improve what we can within our resources to ensure we are doing all we can to deliver the highest standards possible.

Aims / Objectives

- FGT will endeavour to deliver an efficient, business-like and customer focussed business operation
- We will make FGT an enjoyable and safe place to work
- We will improve our reputation with customers, staff, partners and stakeholders

Initiatives / Actions

- Establish a new, transparent and efficient (accounting) income and expenditure process advised by our appointed Chartered Accountants
- Create a new integrated customer relationship management and tee sheet proposal for Board consideration and implementation in early 2023
- Engage Pros and Starters in facilitated meeting to identify issues and solutions
- Create and implement a point-of-sale tee security policy
- Establish a point-of-sale courtesy tee time policy and procedure
- Update and sign all Pro contracts
- Plan for Starter retirement and secession plan
- Consider audit options for tee security (ie stop non payers from 'jumping on')
- Explore synergies & joint working benefits with FSLT
- Define role for and recruit Golf Admin Officer

- Fix issues with cameras and card readers
- Cull from BRS those with no live membership & investigate inconsistencies
- Establish and implement consistent check in procedure for members and visitors
- Resource the golf@fifegolftrust.co.uk inbox
- Set up on BRS and establish access policy for 2019 course at Dunnikier Park
- Make necessary website updates integrating new video and photography content
- Establish updated Quick Books functions to make budgets clearer and fit current operations
- Renew insurance to fit the needs of the business
- Liaise with Fife Council for HR best practice
- Continued focus on importance of H&S standards in all practices especially course maintenance – FC to provide advice as needed
- Consult with staff to identify CPD needs and establish a budget to implement

Accountability

Core Area of FGT B. Plan	Person Accountable	Supported By
1. Marketing & Sales	BM	CEO, Admin
2. Community & Inclusion	BM	CEO, CM, Admin
3. Golf Courses & Environment	PM	HGKs, BM
4. Governance	Chair, Board	CEO, BM
5. Business Operations	CEO, BM	CM, HGKs, Admin