



Dibden Golf Centre Annual Report

1st April 2022 – 31st March 2023



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Introduction

We are a social enterprise on a mission to improve wellbeing within our communities. We make it simpler for people to get more out of life by moving more, eating better, feeling positive and making new friends. We understand what it takes to make a positive impact on everyday wellbeing, and we are here to make it simple, easy and more fun for everyone in our neighbourhoods to live longer, healthier and happy lives.

Across the generations, from children to grandparents and everyone in between, we help people get to where they want to be, whatever their starting point. With swimming, gyms, golf, bowling, social and health programmes, our range of wellbeing services ensures we have something for everyone.

As an independent charity, we reinvest our profit back to where it matters – the long-term wellbeing of our local neighbourhoods.

Mytime Active currently operate a thirty-year contract with The New Forest District Council (NFDC) for the management of Dibden Golf Centre (DGC), ending in 2042. A strong working relationship has been built between both parties in recent years and Mytime Active MTA has the intention to continue working as a good partner for NFDC for the length of the contract.

The partnership has just surpassed its first full year following the deed of variation.

Corporate Plan

1. Increase employee engagement from an average of 33 to 50 by March '24
2. Improve the Wellbeing of our Communities - our members Personal Wellbeing Factor (PWF) at least 5% greater than that of the total local community
3. Deliver a sustainable EBITDA

Financial - Income

After the recent Covid-19 pandemic the business had to make a number of changes. From being in a position of having significant reserves, these have been removed and the organisation was at real risk of insolvency. This meant that the organisation and DGC had to take steps to rationalise the business and protect its future. Actions taken include the reduction of the workforce, including central support, seeing an overall drop by thirty percent. With the reduction of staffing levels, the organisation has increased support to allow site teams to continue delivering excellent levels of customer service. These changes included the introduction of a contact centre to answer all incoming calls, implementation of an app to facilitate booking and paying for services online. This also included the ability for customers to subscribe to memberships online increasing convenience to the process.

During the Covid-19 period Golf participation boomed across the UK. Naturally, as other sport and leisure experiences remobilised it was expected that levels of trading would reduce as society returned to normal. As expected, income and roundage related to Golf did reduce and therefore it is important to compare pre-covid trade to understand how the business is evolving.

The below highlights this:

Key Income Headings	2022-2023 Actuals	2022/2023 Budget	2019-2020 Actuals	2019-2020 Budget	Variance Annually
Membership	£252,978	£283,581	£295,456	£266,167	£42,478
Green Fees & Societies	£415,066	£416,182	£262,210	£265,763	£152,856
F&B	£331,312	£324,301	£356,263	£410,626	£24,951
Driving Range	£62,879	£52,457	£42,759	£45,358	£20,120

N.B - Have used 19-20 as a realistic comparison.

As per the table above you will note a large drop off in membership compared to 19/20. This was deemed in part to the aftermath of the pandemic. Although competitive, the price of a membership would have been a factor whilst the aftereffects of the pandemic were still lingering. That said the offset in green fees was hugely positive ensuring roundage and utilisation remained high at an average of 38% across the year.

On a positive note, membership continues to recover as shown in slide 8 during the peak times of summer before naturally dissipating due to the weather conditions.

DGC has always looked to offer more than just golf, with Food and Beverage being a key strength for the site. The Food & Beverage side of the business continues to flourish albeit in the absence of a third 40-hour FTE chef. This position was unfortunately removed due to a strategic change during Covid-19 whereby a number of redundancies were unavoidable. A large number of the membership base remain loyal and continue to dwell in the clubhouse which creates a positive revenue impact. The notion that DGC is compared to a pub always rings true upon reviewing the footfall within the clubhouse.

With day-to-day trade on an upward curve, it was important that as many events returned as possible. Dibden has always been fortunate with a respectable reputation within the local area to attract and sustain a reasonable level of events.

Dibden's 22-23 performance has a small F&B deficit to contend with against 19-20. That said, moving into 23-24 provides lots of encouragement for the ongoing recovery and the continuous improvement to flourish.

To overcome the challenges faced the site has identified two key targets linked to the Mytime Active's five-year strategy and the NFDC Community Matters Corporate Plan:

- Provide long term stability for the venue - giving confidence to both Mytime Active and NFDC. This will be achieved through generating a margin of twenty five percent EBITDA and an approved five-year rolling investment schedule agreed by both parties.
- Become a community hub and an integral part of the local community via driving partnerships with various parties including the new leisure operator and other local businesses and community groups, not just golfers. Thus, bringing opportunities to the local area, making it a vibrant local economy.

Key Expenditure Headings	2019/2020 Actuals	2022/2023 Actuals	2019/2020 Budget	2022/2023 Budget	Variance 2022/2023 Comparison
Staffing	£414,452	£428,471	£476,837	£441,320	£12,849
R&M	£81,735	£53,694	£73,565	£53,766	£72
Energy	£46,857	£70,014	£57,341	£45,288	£24,726

The challenges remain with most businesses suffering as part of the larger impact of the energy crisis. Dibden and other sites within the Mytime Active group are also subject to these issues as shown above in the energy column. The comparison to 19/20 paints a picture as to the reality of this effect.

Mytime Active will continue to look at fundamental ways of cutting down on the consumption of key utilities to not only save money but to reduce our carbon footprint. An Environmental Sustainable Management Plan is being created towards the back end of the 2023 financial year.

The site continues to use its R&M – Repair & Maintenance budget wisely. An asset management plan alongside a condition reports are used to formalise any actions deemed pro-active. Several areas have been uplifted and maintained during 22-23 financial year including an LED lighting project on the driving range, an uplift of redecoration schedule in the bar area and a brand-new dishwasher to name but a few.

The staffing of the facility remains a real positive. Dibden continues to have a full FTE at site with only two members of staff leaving the company in 2022 due to retirement. It also benefits from having an average staff to turnover percentage of £28%.

Dibden Performance Update - Overall

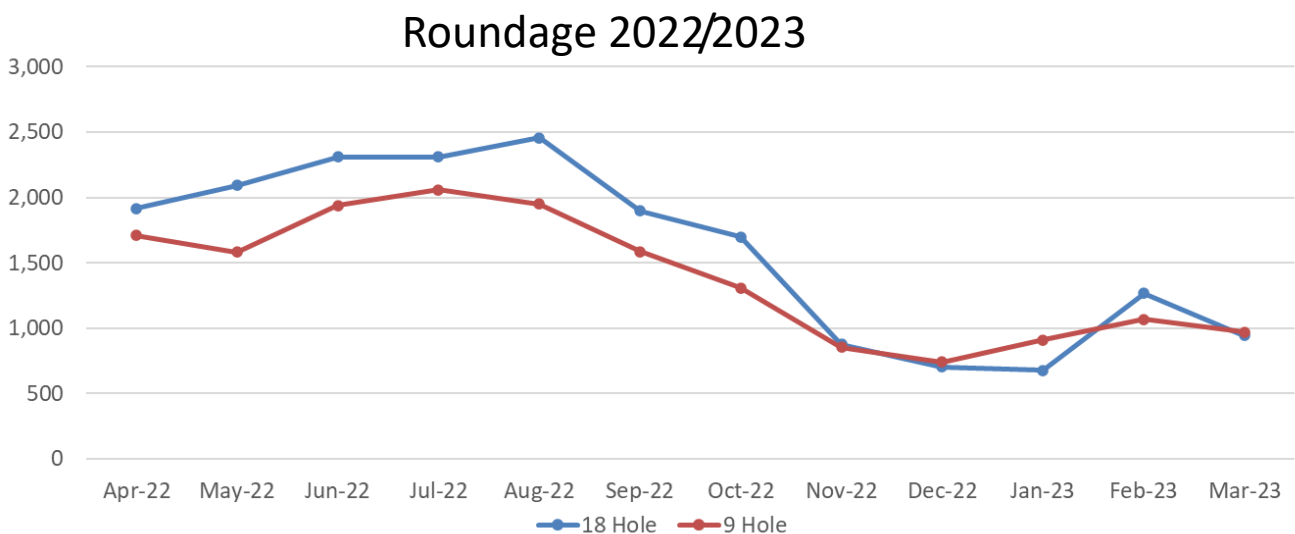
	2022-2023 Actual	2022/2023 Budget	2022/2023 Variance
Income	£1,136,781	£1,162,684	£25,903
Expenditure	£1,241,480	£1,215,291	£26,189
Budgeted Loss			£52,607
Net Loss			£52,092
Total Loss			£104,699

The above shows the final position of Dibden financial accounts for 2022-2023. As noted, the position reflects rent relief provided by NFDC. However, these are still unaudited accounts, and the final version will be shared with client in October 2023.

The position also reflects 14% of annual turnover contributed towards central support costs.

KPIs - Roundage

The below graph displays the levels of a roundage as a key KPI for the facility. As golf is a seasonal sport/business the below supports this with an ever-changing participation figure through the course of the financial year.



You will note from the graph above that throughout the summer months Dibden will peak at around 2,500 rounds a month. This equates to around a 42% utilisation across the golf courses in these months. The challenge remains to keep the courses dry and open for longer throughout the wetter months in order to

increase participation. That said with predicted hotter summers and wetter winters the predicted weather in coming years remains an obstacle.

Due to this ongoing challenge, Dibden continues to review and implement key components of a course plan which consists of fundamental cultural practices. This assists with recovery, growth and drainage.

KPIs - Membership

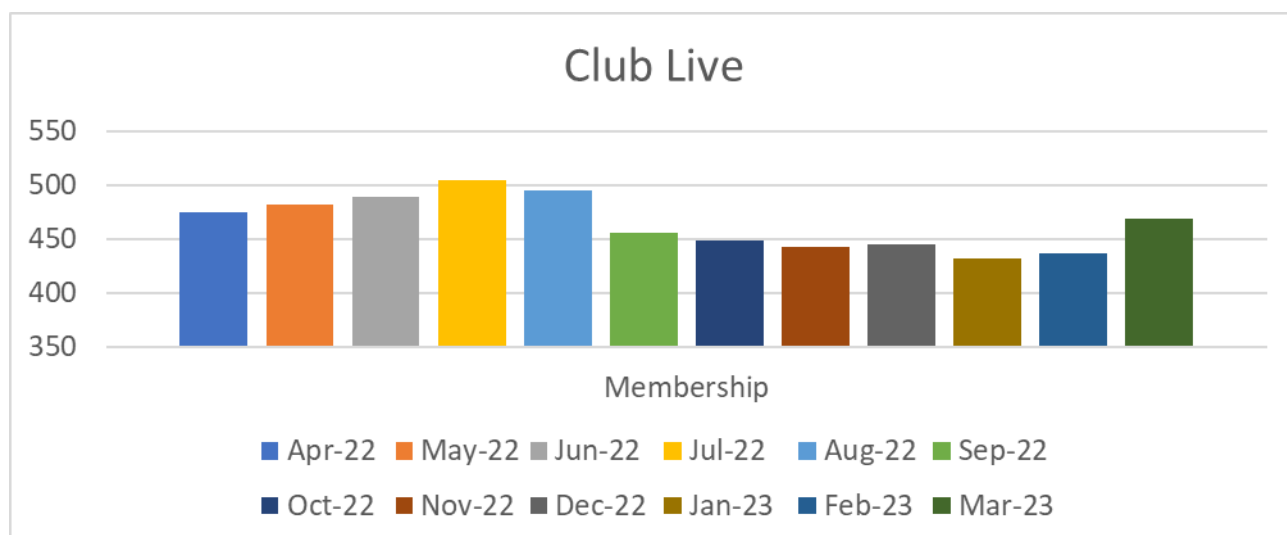
The ultimate key focus for the site is to grow its membership base to protect the revenue for the facility in the Winter months where golf participation drops significantly. The initial target has been to recover the membership total to pre Covid levels by June 2022. With this achieved the site has now targeted increasing on the previous five year high on membership of seven hundred and two, by achieving seven hundred and twenty-five members by March 2024.

To achieve this target, it is essential the site hits the monthly sales targets set and also keeps the sites attrition level below the budgeted two percent. To assist in monitoring progress a number of key performance indicators will be utilised to monitor progression against the targets set, with clear milestones that are shared with all team members. This allows the site to react with local action if actual numbers track below target. To ensure this is effective the site has a local marketing budget and various contacts and partnerships to ensure any spend generates the required ROI.

The site requires a strong central marketing campaign, that is disseminated down to the site team in sufficient time to ensure all parties are fully briefed and ready to deliver the required service to achieve the budgeted sales targets.

Although Dibden’s memberships levels suffered as a result of the pandemic, it has shown signs of recovery through 2022-2023. A central led membership marketing campaigns assisted with numbers returning to pre-covid levels peaking at 504.

Membership base graph below as per the presentation:



When setting targets for golf utilisation, this includes both members and non-members. As described in the section above, the key focus is to drive membership numbers. To increase membership numbers, it is recognised that the majority of the subscribed golfers will come from the registered database. Therefore,

the site will aim to maintain the level of registered golfers and increase the number of subscribed players. Combined the target for all golfers is to achieve a rolling twelve-month utilisation figure of thirty percent.

Completed Works – 2022/2023

As alluded to in the financial section Dibden have undertaken several key projects and asset-based works to ensure the environment is not only safe but a welcoming one also. Although some of these works are not front of house focused, they are essential to ensure the building and equipment remains compliant. The list below is not exhaustive:

- Driving Range Lighting – Essential in the re-development of the area and to ensure the lux levels were fit for purpose. Also enhances the amount of light and a lot more environmentally friendly. Project undertaken in May 22.
- Golf Course Bunker Renovation – 4x bunkers identified on the course by Head Green Keeper that needed re-edging, drainage re-stored and grass edging applied. At a reasonable cost to the facility, we benefited from extensive positive customer feedback. Project undertaken in August 2022.
- Mole Plough Purchase – A valuable piece of greenkeeping equipment that will provide channels in the fairways which act as small water ways leading to run offs. This will assist with any surface water. Purchased November 2022.
- Leasing of Geo Fenced Buggies – The importance of said buggies allows for the site to geo fence and protect the buggies path. This means they can be hired through the wetter months and income could be protected.

Looking Ahead

The sites long term vision remains the same, to be financially sustainable, generating an EBITDA of twenty five percent, with satisfied users ensuring the method for recording satisfaction is always above the benchmark set of the national average and to cement the site into the local community via creating local effective partnerships. These are the overarching benchmarks that will be utilised to review the success of the plan in five years' time.

To ensure the long-term goals will be achieved a number of shorter-term goals need to be determined, a total of five with eighteen-month deadlines. These goals are to be shared with all team members to ensure that all parties are working towards the same objectives and are passionate to succeed:

Membership Growth

Golf Utilisation

Food & Beverage Performance

Junior Golf Development

Investment Schedule

To ensure we hit these goals Our DNA, Values and behaviours must be adhered to - Show Passion, Own It and One Team are the 3 values which the team members at Dibden Golf Centre will demonstrate in everything they do. The Centre Manager will ensure that these values are reviewed during one to ones but importantly will proactively ensure that the excellent behaviours associated with the values are identified during Head of Department meetings.

It is clear that our focus needs be on making our service customer centric. This simply means that a customer's journey must be smooth, simple and informative. We must ensure that we offer the services that the local community require, ascertained through market research and speaking with our existing

members. Whether this be additional services or facility improvements. It may simply be driving awareness of what we already offer, ensuring all staff are aware of our products and services and feel comfortable talking through the options available, no matter which department they work in, a one team approach.