

Proposal to Members – Club Management Structure and Retail/Golf Operations.

As part of a vision for the future of the club we have developed a proposal for members to consider and vote upon.

The Management Committee seek the support of the members on two aspects that we think will help to future proof and improve the level of services to both members and visitors to our club.

Part 1 concerns the future management structure of the club whilst **Part 2** covers our shop and retail delivery.

Part 1

Management Structure - Background

The new proposed structure incorporates a General Manager, responsible for the management of the clubhouse and overall club administration, a Course Manager responsible for all matters related to the golf course and its surrounds and a PGA Professional, responsible for golf operations and our retail offer. All three will report directly to the Management Committee. The structure, current and future are laid out in the attached structure charts.

The benefits are that this management team take responsibility for all operations of the golf club and work together as a cohesive team reporting directly to both the Management Committee and the relevant sub-committees. This will allow for streamlined decision making, improved responsiveness and member service with less reliance on volunteer input. All committees will provide support, challenge and strategic input but there will be less reliance on them to do the day-to-day work, which will benefit the aim of a consistent performance of the club's activities.

PGA Professional / Golf Operations Division - Reasoning

It is clear that the current management of golf at the club does not meet the standards that we would like to offer our members and visitors. There is far too much of a reliance on the goodwill, time and effort of a few volunteers and committee members to deliver the administration of golf competitions and the organisation of golf at the club, and it is simply not sustainable. We feel that this is a significant risk over the medium term. Offering a consistent level of service 7 days a week is our objective and in order to achieve this we propose that a PGA professional will now take on responsibility for managing golf at the club through two suitably qualified assistants working on flexible contracts to cover our 7 day a week operation. One of these assistants will be a PGA trainee who will be mentored by the PGA professional through their 3 year golf education at the club. These changes will be augmented by improved operating systems which will improve golf management and back-office efficiency and which has already begun with our change to a solo Club V1 system.

Part 2

Club Shop - Reasoning

The club shop has not provided either the service or the retail offer that our members require and is too expensive to operate under the current structure. The cost and complexity within the club provides neither the service or the returns that are acceptable to members or visitors. Having reviewed various options the MC wish to propose that we continue to offer a club shop and that we relocate the shop so it becomes an integral part of the clubhouse, alongside our bar, catering and club offices. The retail location will combine with both club office administration, golf operations and bar and catering facilities. This will help improve service, hours of operation, flexibility of staffing, golf management and improve returns. When relocated a much improved new supplier

arrangement will also be in place, expanding the retail offer and improving member service for buying golf equipment and clothing. These arrangements will be supported by improved and resilient administration systems which will be integrated into the overall club management system via the introduction of one club card for all members which can be used to purchase goods, food and drink.

Benefits of the shop relocation:

1. Improved service for members and visitors.
2. Improved golf sales offering.
3. Integrated team within the clubhouse.
4. View of the 1st Tee.
5. More welcoming environment for all/Improved working environment for Employees.
6. Opening hours would be increased.
7. Easier management as no longer a completely separate unit.
8. Integrated golf and clubhouse system.

The proposal for the club shop is:

1. Move the shop in to the clubhouse in the area that is currently occupied by the meeting room, storage area and club office. This area is the same size as the current shop but would have windows and a view of the 1st Tee.
2. In this part of the clubhouse the walls are mainly stud and plaster board so configuration of the space is quite flexible.
3. Consideration would need to be given to security, sufficient office space, adequate storage options and layout.
4. An amount of money has been planned in the budget should the shop move have the members' support.
5. Should members support the shop relocation in principle then detailed work will be carried out on the plan. This work will not be done unless there is member support for the move.

Summary

The Management Committee believe that the two proposals will improve our member offer and service, be cost efficient and provide an improved level of service at best value for members. We would ask you to support the MC on these key matters by voting positively for both parts as we feel that they are inextricably linked together in providing the future proofing and improvement of our golf operations at the club. If so, we will use the winter months to action the changes ahead of the new season starting in Spring 2023.

Consultation and Voting Timetable

Please find below the timings and mechanics of the consultation period in order that all members can be suitably involved in the decision making of these very important key matters: -

1. Monday 21st November 2022 - Proposal sent to all members
2. Monday 21st November – Tuesday 5th December 2022 - Consultation period.

-Email feedback encouraged from members. Please send all email correspondence to golf.operations@carlislegolfclub.org

3. Wednesday 30th November - Open Forum 7pm – 9pm
4. Friday 9th December - A refined proposal following feedback will be sent to members with electronic voting instructions for Part 1 and Part 2
5. Saturday 16th December - Vote Closes
6. W/C Monday 18th December – Results of both votes announced

Management Committee