

Tehidy Park Golf Club

Governance Review & Support

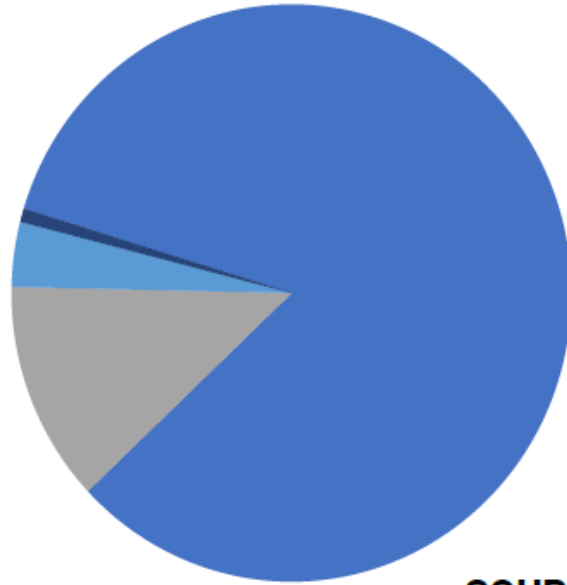


CONTEMPORARY
CLUB LEADERSHIP

May 2023

2022

Where do we
make our
money?



YOUR TIER

83%

12%

4%

1%

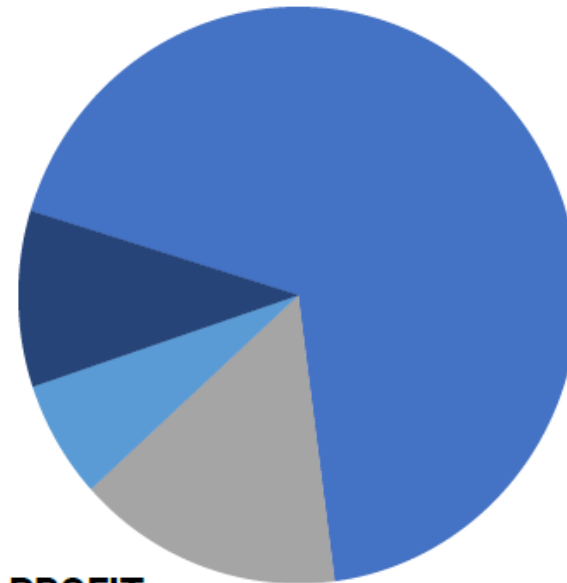
SOURCES OF GROSS PROFIT

Revenue - Subscriptions

Surplus - Golf Operations

Surplus - Other

Surplus - Food & Beverage



YOUR CLUB

68%

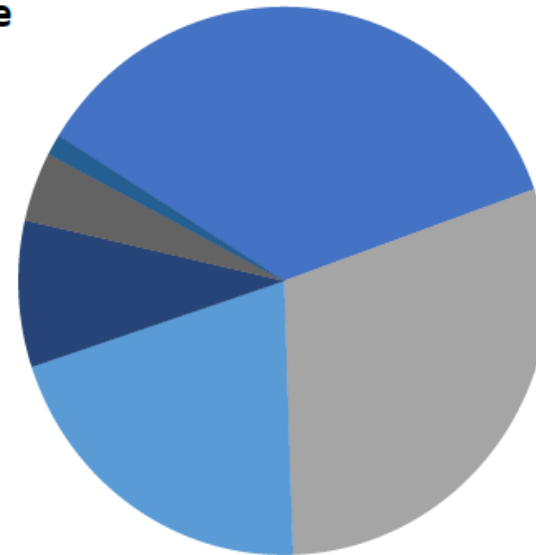
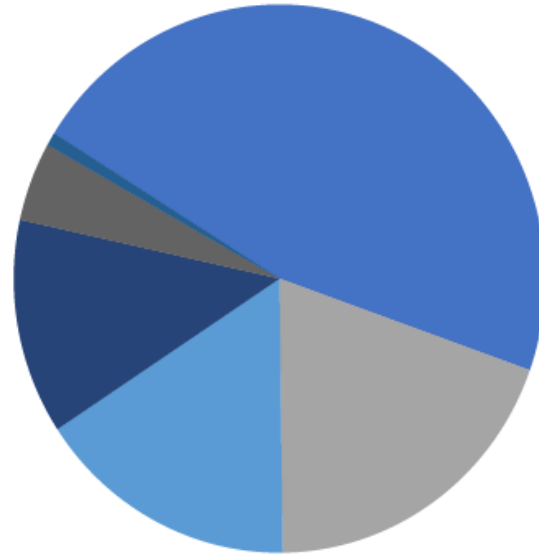
15%

7%

10%

2022

Where do we spend our money?



OVERHEADS

YOUR TIER

47%
19%
16%
13%
5%
1%











OH - Course
OH - Admin
OH - House
OH - Fixed
OH - Golf Ops Payroll
OH - Membership

YOUR CLUB

36%
30%
20%
9%
4%
1%


2022

FINANCIAL ANALYSIS



 Cash in Hand	£195,425	 Months O/Heads in Hand	5
 Commercial Debt	£23,407	 Debt Ratio	4%
 Net Profit	£27,080	 Net Profit Margin	5%
 Capital Funds Available	£30,751	 CFA Ratio	5%
 Remaining Funds Available	£11,102	 Payroll Ratio	40%

2022

YOUR SUBSCRIPTION ENGINE ACCOUNTS FOR 68% OF YOUR CLUBS GROSS PROFIT







 Full Membership Numbers	<input type="text" value="675"/>		 Resignation Rate	<input type="text" value="9%"/>
 Equiv Full Subs Payers	<input type="text" value="481"/>		 SMGF:Subs fee Ratio	<input type="text" value="15"/>

YOUR GOLF OPERATION ACCOUNTS FOR 15% OF YOUR CLUB'S GROSS PROFIT

 Visitor Revenue	<input type="text" value="£43,192"/>		 Golf Operations Payroll %	<input type="text" value="25%"/>
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2022

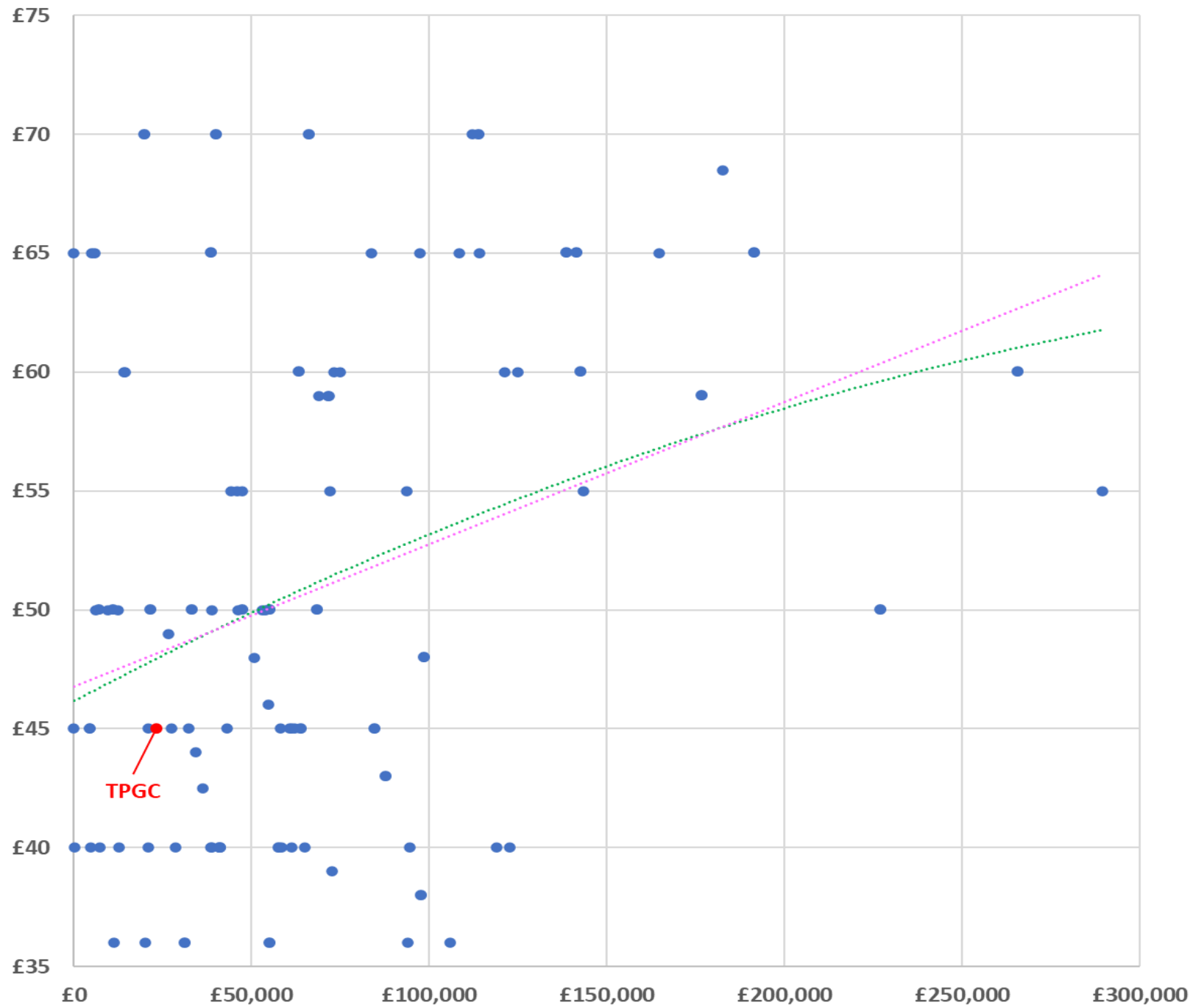
YOUR FOOD AND BEVERAGE OPERATION ACCOUNTS FOR 10% OF YOUR CLUBS GROSS PROFIT

 Combined F&B surplus/loss	£45,788	 F&B Contribution per EFM	£95
 Bar Revenue	£134,713	 Bar Surplus	£45,788
 Bar Gross Profit	62%	 Bar Staff Wages	28%
Food Revenue	notapp	Food Surplus	notapp
Food Gross Profit	notapp	Food Staff Wages	notapp

SMGF and Visitor Revenue 2022

MEDIUM Tier

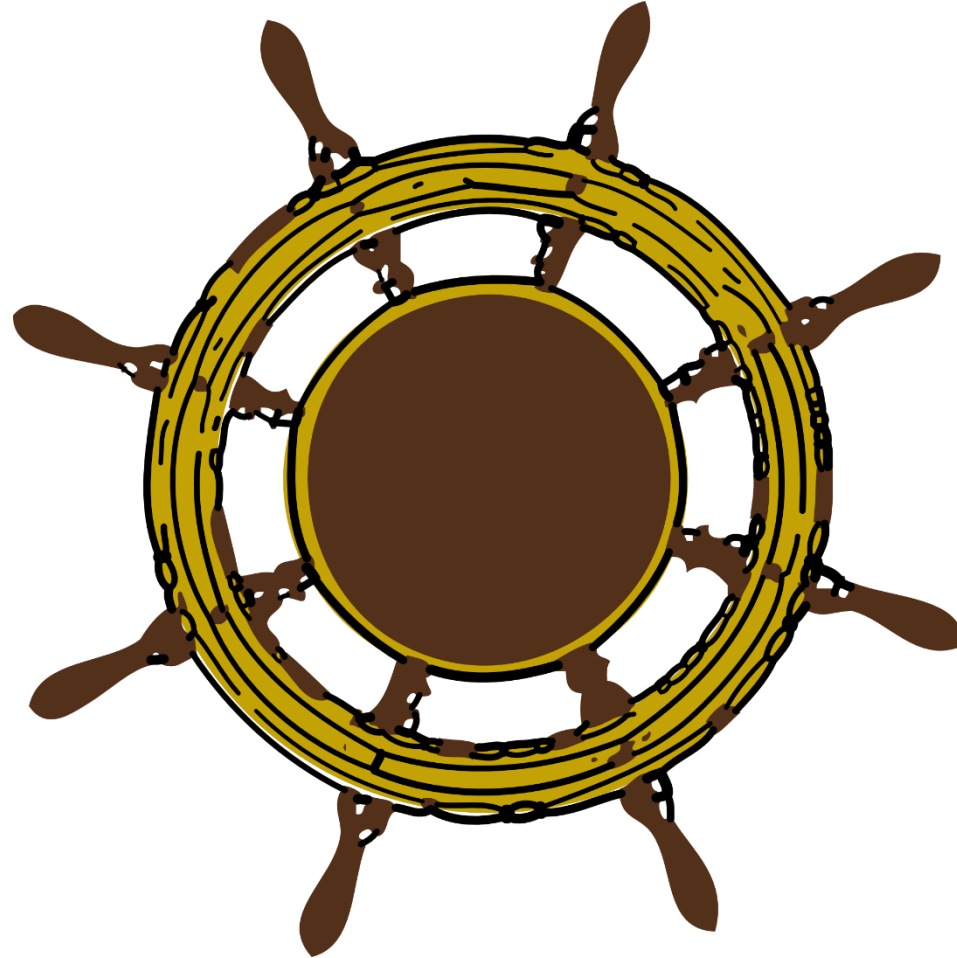
£36 to £71



What is Club Governance ?



What is Governance ?



A survey of UK golf clubs

**What do clubs just like yours,
tell us about the challenges of
Club Governance ?**

Inconsistency
Operational
Micro-management
Too-Long
Momentum
Big and Slow
Follow-through
No-Plan Change
New-Recruits
Vocal-Minority
Poor-Insight/Info



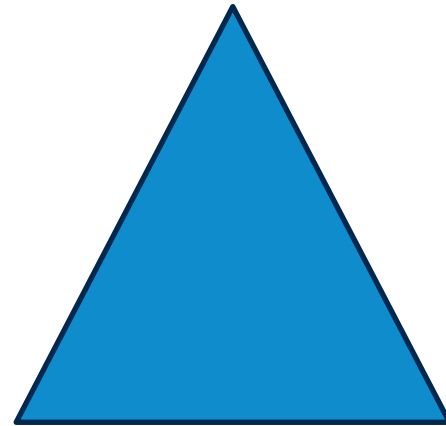
Typical Problems in members clubs

So why is this often the case ?

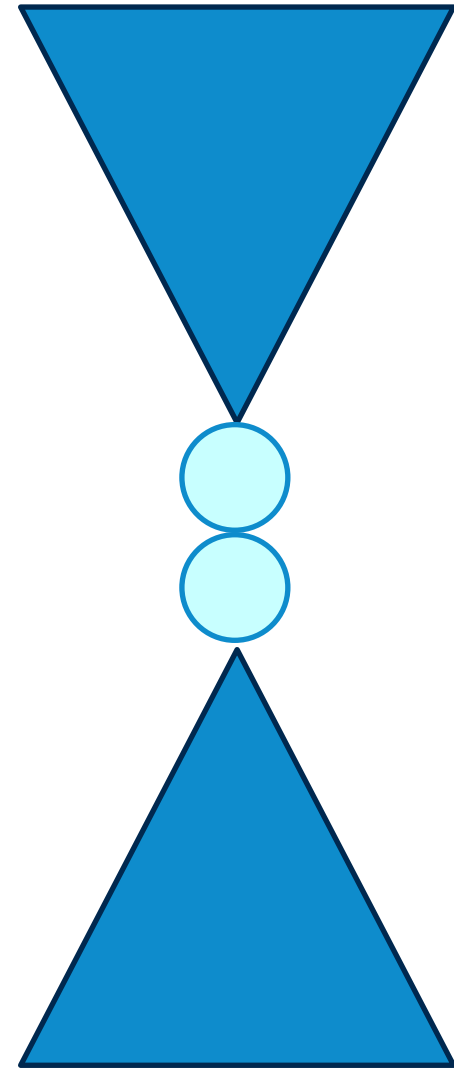
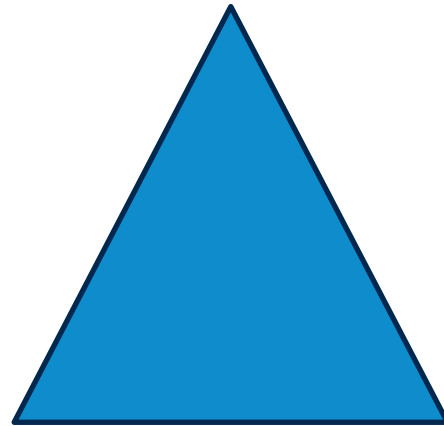
**It's down to the structure of
Governance in Private Members Clubs.**

**Compare it to the structure of a
“normal” business.**

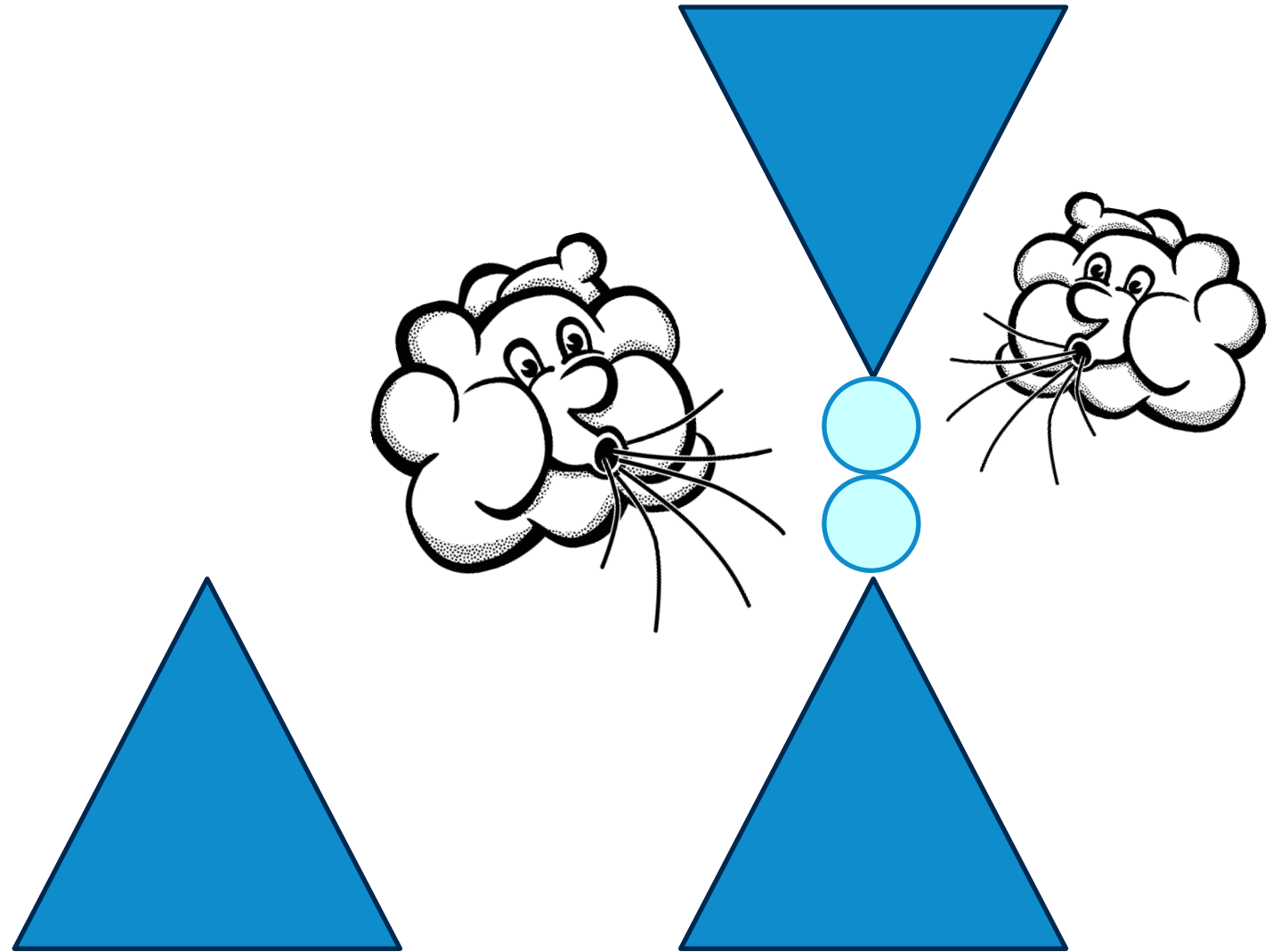
SO WHO MAKES THE DECISIONS IN A BUSINESS ?



SO WHO MAKES THE DECISIONS IN A BUSINESS ?



SO WHO MAKES THE DECISIONS IN A BUSINESS ?





WHAT DO YOU SEE ?

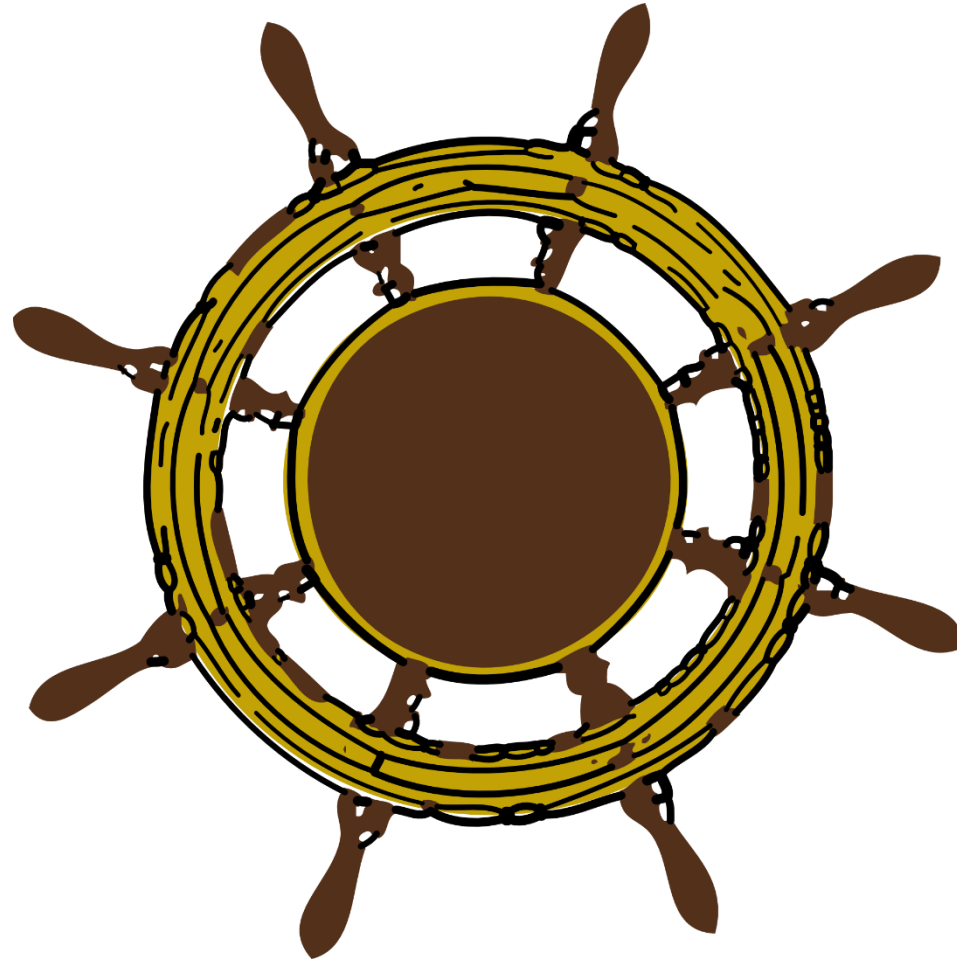


THE LEGACY OF LOCKDOWN – IN YOUR WORDS

younger-members
financial-stability
retention
business-plan / focus
redefine-club
Comms
member-support
streamline-operation
role-of-visitors
leadership-team



So, lets focus on YOUR governance



If we want to get even better.....

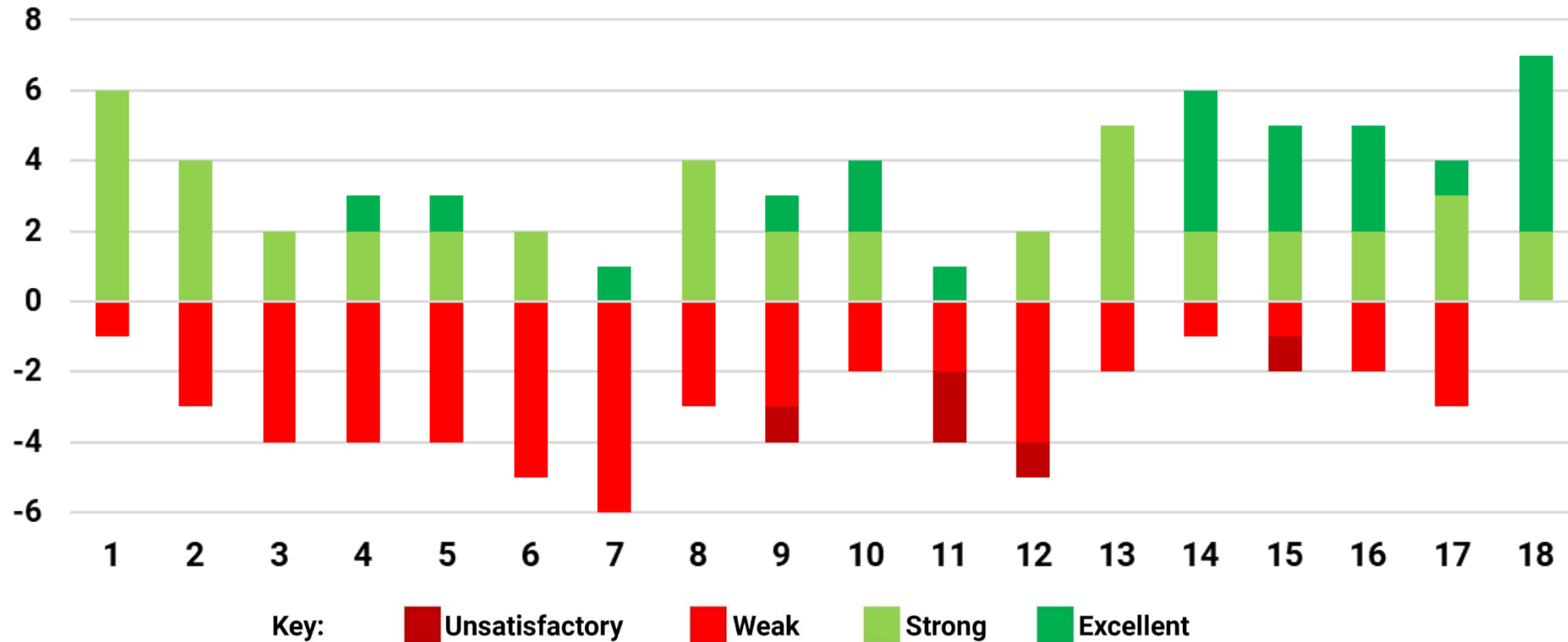
**First let's reflect on how you
do things at present –**

The Club's Governors (Committee)

GOVERNANCE HANDICAP OF

5.3

The Spread of YOUR Opinions



SUMMARY

WWW - (What Went Well)

- **Good prep for meetings &**
- **The Board “always” seek information from those best placed to provide it**
- **You have an appetite to get better at this stuff.**

SUMMARY PAGE 1 OF 2

EBI (Even Better If) -

- **Better recruitment/promotion of roles**
- **Better allocation/clarity of responsibilities**
- **Better induction of Committee Members**
- **Better evidence of “cabinet” responsibility**
- **Support the Manager to Manage, & have less micromanagement**
- **Deeper/Wider member engagement to understand who we are/what we are about, set the compass & ensure we go together**

SUMMARY PAGE 2 OF 2

EBI (Even Better If) -

- **Even better meeting prep – every person – every time – to show we are effective & efficient governors.**
- **Within a strategic plan, show an authentic SWOT analysis, and commit to resource our ability to deliver meaningful goals.**

CCL Summary -

EBI (Even Better If) -

- **Review Board Structure.
(numbers and sub committee mindset)**
- **Induct, train and support.**
- **Hold ourselves accountable to deliver the MEMBERS plan – every person, every meeting.**
- **Deliver the 90-minute meeting.**
- **Show that we evidence DD/MM/ME – training and supporting our staff to do so.**

The Club's Governors

**You have heard my priorities –
More importantly, what are yours ?
And more importantly again –
What are you actually going to do ?**

Thank You

Kevin Fish

Helping you do the right things right



**CONTEMPORARY
CLUB LEADERSHIP**