

GOVERNANCE REVIEW

May 2023



CONTEMPORARY
CLUB LEADERSHIP

Tehidy Park Golf Club



TEHIDY PARK
GOLF CLUB

Kevin Fish CCM

Kevin Fish has over 20 years of experience in the Club Industry.

A former Club Manager at the Glen Golf Club in North Berwick (1999-2008), he was named the GCMA UK Golf Club Manager of the Year in 2004, and in 2008 was the first Club Manager in Europe to be awarded the global designation CCM (Certified Club Manager).

Kevin went on to work for the National Governing Body for golf in Scotland (SGU) for seven years, selecting and leading a team that provided support to hundreds of Scottish Golf clubs.

He has been integral to the introduction of structured education for Club Managers throughout Europe and consistently tops the presenter charts sharing his knowledge of Club Governance, Business Planning, Committee Politics, Customer Service, Financial Benchmarking and Professional/Personal Development.

He has been invited to speak at the CMAA World Conference of Club Management on more than a dozen occasions.



Kevin is now the Director of Contemporary Club Leadership Ltd, his own unique training and consultancy business, where he is joined by colleagues Gavin Kynoch, Bill Reed, and his wife Carol.

CCL Ltd provide support to Club Managers and Committees in a variety of sports and settings, and Kevin's mission is to help clubs do the right things right.



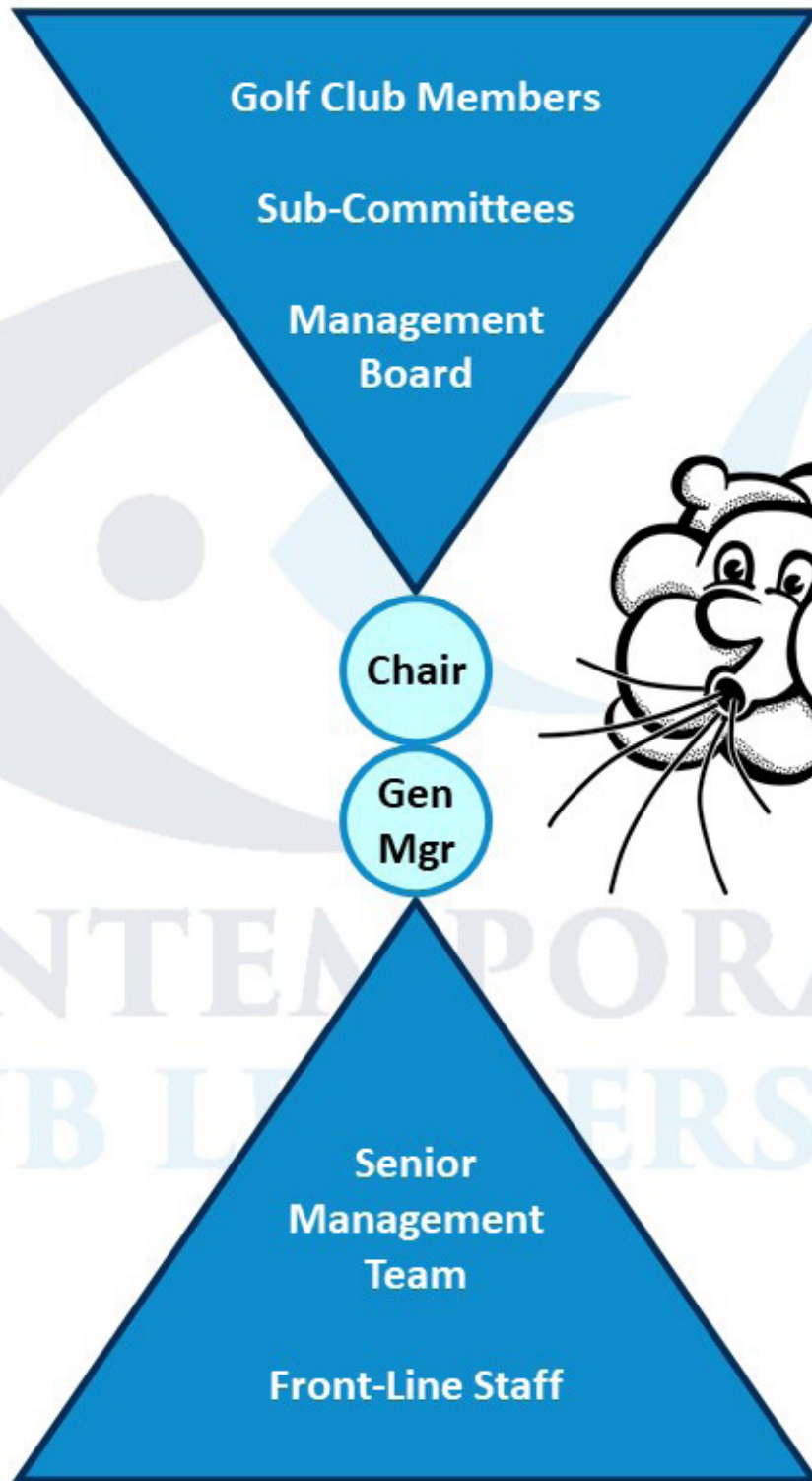
BEST PRACTICE IN CLUB GOVERNANCE – 3 DIAGRAMS TO ASSIST YOUR CLUB

As part of the Strategic Planning process you have undertaken, the Club is to be applauded for undergoing a review of its governance structure.

Membership satisfaction is the number 1 priority for club Committees to be focused upon, but the foundation of that success is effective decision-making within the club. We rarely see the first priority in place, without exceptional governance protocols and practices demonstrated.

CCL has been engaged to assist in this governance review and will share some principles and practices that will help dovetail with your ongoing deliberations.

Overleaf you will see the precarious governance structure familiar to all private members clubs.

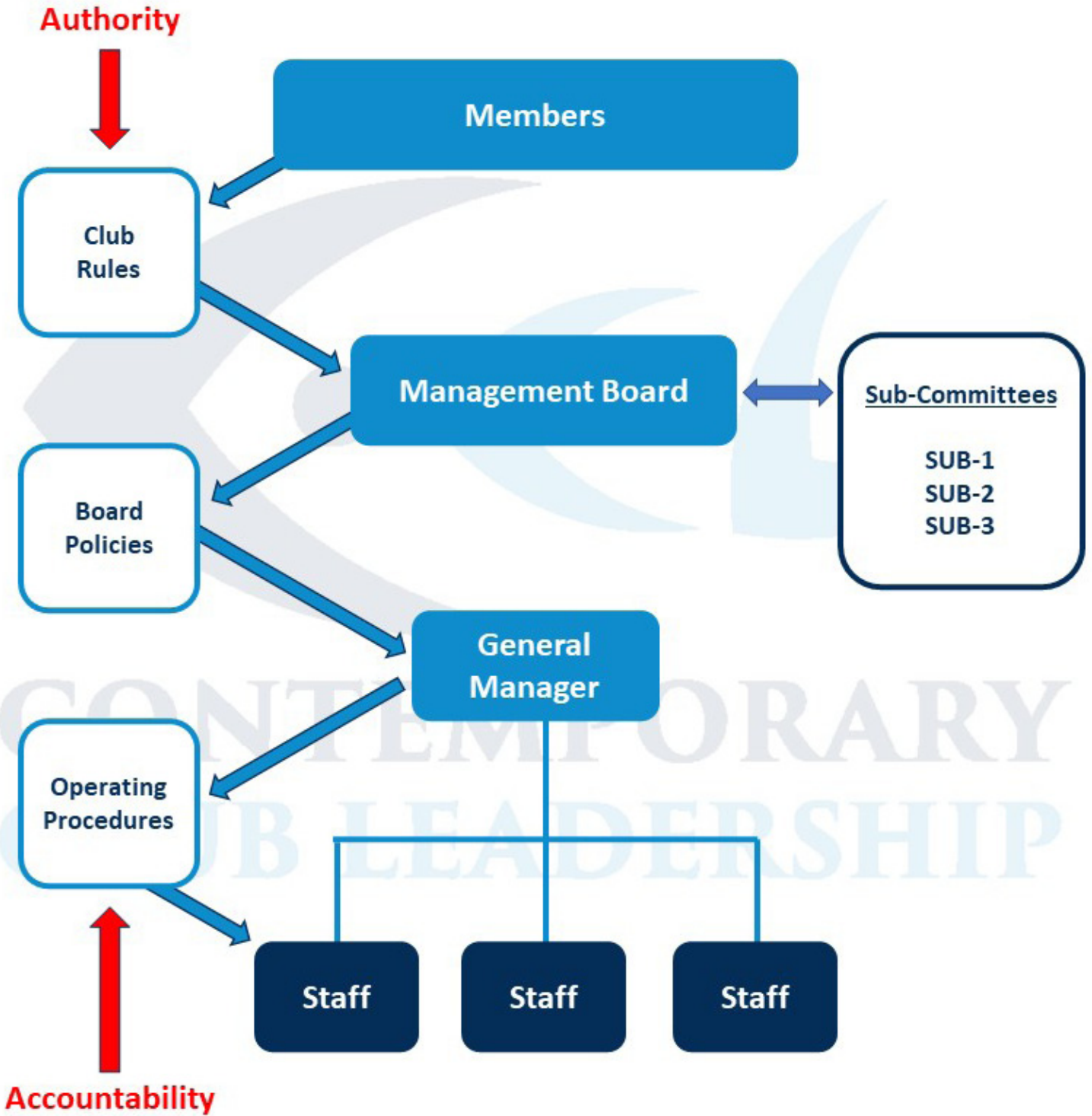


As you can see from that diagram, it is clearly a difficult task to keep the governance of a club in balance. There are significant and varied demands from 675 owners of the business, and a wide variety of demands to deliver services and maintain facilities by a small senior management team.

Pressures can come from any angle at any time, underlining just how important the relationship between the Chair and the General Manager is to the success of a club.

To help to keep this structure in place, well run clubs are assisted by a form of scaffolding that is made up of three important documents:

- The club rules (constitution),
- the board policies, and,
- the staff operating procedures, as shown on the next page.



A successful Club will recognise when its governance is working because it will be able to demonstrate that:

- Directors Direct
- Managers Manage &
- Members Enjoy

This is best achieved by the elected Directors on the Club's Committee staying "above the operations line", ensuring that they fulfil their role in setting strategy, and keeping out of day-to-day operations.

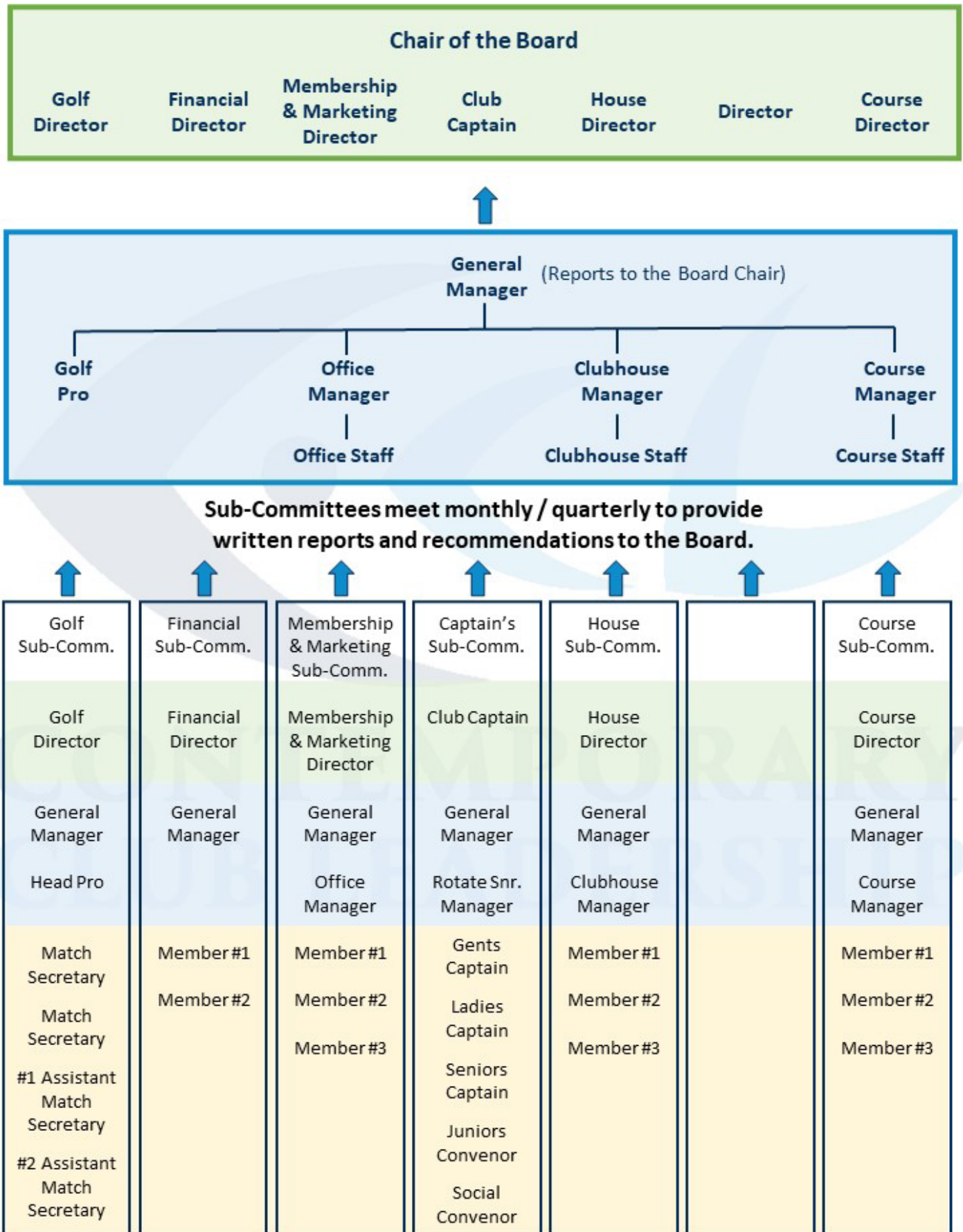
This means that the employed staff who are trained to deliver in their roles are supported and left to manage and deliver the aims of the club's strategic plan.

Crucial to the success of the operation, is the creation of sub committees made up of club members with expertise in those areas and the senior manager responsible for that area of operations.

The diagram on the next page shows this mechanism in action, and when the Club can evidence that this is in place, it will provide you with the foundations for sustained success.

This is for illustration purposes only and would obviously be tailored to meet the specific number of "Board" members you have in mind, each with their own subcommittee/working groups generating the ideas for recommendation to the Board.

We will discuss this document at our forthcoming virtual Board meeting, where I will walk you through the findings of my governance analysis, and we can jointly identify the evolution of your governance structure, protocols and practices, to best serve the club.



LOCAL HANDS-ON EXPERTS



Kevin Fish, CCM

More than 20 years of experience in club management, and holder of the global industry qualification CCM. Kevin has addressed the world conference of club management on more than a dozen occasions, specializing in Club Governance and Strategic Planning.



Bill Reed, BA(Hons)

Brand Manager for CCL. Bill is responsible for the creation of all the strategic planning materials tailored to your club's needs.



✓ **Trusted**

With more than 30 years combined industry experience working in golf and an international network of golf and club industry professionals.

✓ **Golf Knowledge**

Having worked with golf clubs from international golf destinations to community 9-hole, we have a specialist knowledge of the unique nature and challenges of the private club business.

✓ **Service-Focused**

Strategic Planning is as much about the people as the process. Our offering is focused on providing a personal service that engages the people in your club – from leaders to members.

✓ **Internationally experienced**

Regular speakers at the European and World conferences of club management, CCL has also supported clubs in Europe, North America, the Middle East and Asia.

✓ **Industry Data**

With a live dataset from over 200 UK clubs we share our knowledge of your marketplace to help benchmark your performance nationally and against clubs of similar size and standing.

✓ **Local**

Based near Edinburgh, Scotland and working with thousands of office bearers and staff in our industry.

Contemporary Club Leadership Ltd

Industry Insight ~ Guidance and Assurance ~ Empowerment

✓ Financial Analysis - CCL Barometer

✓ Golf Operations Review

Club Governance Audit & Governance Toolkit

Club Operations Healthcheck

Recruitment Support - All Senior Positions

Professional Engagement & Survey of Your Members

Strategic Planning Support

Customer Experience - Staff Training

Club Manager Mentoring



CCL Ltd 21 Rhodes Park North Berwick East Lothian EH39 5NA

Kevin Fish CCM 07398 155 908
kevin@ccl.services www.ccl.services