



WILLESLEY PARK
GOLF CLUB



Celebrating the Past Creating the Future

Workshop1& 2 Combined Feedback

March 2020

Covid19 Update

Prior to the emergence of the Corona Virus there was a commitment to engage with the membership of Willesley Park Golf Club to devise and agree a new strategy for the future.

The major asset remains not just the membership of the club but the land and building asset which is 100% owned by the membership of the club. Therefore, there is a duty to protect the shareholders interests (Membership) by fully exploring how the club can remain sustainable and how the asset could be utilised to further the vision and aims of its membership. A strategy is also required due to the continued challenging market to attract, retain and increase membership numbers.

Prior to the announcement of social isolation restrictions, a strategy was written and placed on the club's website and a series of workshops were run in respect of three themes.

1. The course & Club house (essential, Desirable and Aspirational ambitions, needs and wants).
2. Finance – The viability to achieve prioritised items (including current restrictions to income)
3. Governance – How the club is currently run and how it could be run in the future.

A fourth workshop under the heading membership loyalty and rewards was scheduled to be run but had to be postponed due to the restrictions. This would have begun to explore how we move forward to increase accessibility and recognise / incentivise the differing contributions made within the club.

Clearly the restrictions and course closure has resulted in the proposed finance models being disrupted, as we have reduced subscriptions and operations to reflect the current environment. However, the basic information contained within the following document will still apply when we return to playing golf. What has become clear is that there will need to be an acceleration of the debate with the membership in respect of the future ambition, operating model and membership of the club, as there continues to be a tension and frustration from all sides in respect of the perceptions and understanding of the current membership model

In the meantime, the remainder of this document details all the information presented and collected at the workshops that took place prior to the restrictions. If you have any feedback or wish to add your view please do not hesitate to email them to Allengraham1@aol.com

Allen Graham

Chair

Business Development Committee



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Section 1

Vision, Mission & Values

Times are Changing

- The golf club / course sector is increasingly competitive – changes in
 - Membership (demographics and numbers)
 - Lifestyles and choices
 - Available leisure time
 - Value / reputation
 - Catering / hospitality
 - Retail
 - Skilled Staff
 - Technology



Centenary Year (1)

- Opportunity to.....
 - Honour Tradition
 - Celebrate the past
 - Create an extraordinary year of
 - Pride
 - Memories
 - Joy
- But also.....



Centenary Year (2)

- Create a vision for the future which
 - Secures a sustainable future
 - Creates a lasting legacy for the next 100 years
 - Celebrates our passion, talent and commitment to the
 - Sport and profession of Golf and
 - Community we live in



Vision

- Willesley Park Golf Club aspires to provide a high-quality golf course and associated facilities, managed in an effective and sustainable way, whilst supporting the traditions of an established golf club and offering value-for-money golf, competitive and social experiences.



Mission

Our Vision will be achieved by having:

- A golf course which is a challenging test of golf for competitors, yet enjoyable for golfers of all abilities
- A clubhouse which facilitates the provision of first-class hospitality and a variety of social events
- A well populated board with skills to efficiently manage the business on sound financial principles
- A rolling five-year business plan to drive financial stability, improving course conditions and club infrastructure
- Passionate and talented staff committed to providing high quality customer experiences.
- Community access strategies designed to support and attract community engagement, membership and opportunity.



Areas for consideration – include a new point between bullet points 1&2

- A membership which is diverse, contributes and sustains the viability of the course whilst protecting the asset for the shareholders.



Core Values

Our Values follow the principles and spirit of golf and are therefore based upon: honesty, integrity and respect for:

- Each other
- Our staff
- Customers
- Neighbours and the community.

Our values will be recognised through the following:

- Friendly, inclusive, relaxed and welcoming environment, behaviour and facilities
- Open, transparent and accountable decision making
- Safe and healthy environment, facilities and behaviour
- Passionate high-class customer service, provided by well trained and talented staff.





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Section 2

Prioritisation

The scale of the investment and ambition Workshops 1 & 2



There was a general consensus from within the workshops that the essential items that had been identified were valid and appropriate.

In respect of the desirable items there was a consensus that a bunker replacement programme should be pursued but there was a mixed response regarding priorities, the number of bunkers that should be done and indeed whether consideration should be given to removing some bunkers in an attempt to lower maintenance without detracting away from the course difficulty or enjoyment.

There was also a mixed view regarding if this would need to be contracted out or could be accommodated internally without a drop in standards in the condition of the course.

There were concerns expressed regarding the wisdom of re-surfacing the whole car park until the future location of the clubhouse was determined.

There was a general consensus of support to pursue a desirable programme and it was acknowledged that the ability to raise the appropriate finance would be key. There was a split of views if a levy would be the correct way forward, whether this would apply to full paying members only and whether Senior Life Members would support the

changes in any future votes, and the perception that they hold the sway over the paying membership. (Some of this is based on a lack of understanding of the term of Senior Life Membership. This clearly still requires further explanation, consideration and ideally a compromise to resolve the on-going tension.

There was a considerable tension remaining between those who believe that the current model is not sustainable and that everyone playing golf should be contributing. Many believe this should be through transparency and not relying on donations. However it is also clear that there is a lack of knowledge or understanding the level of donations that have been gifted both individually and through the 240 club.

The Aspirational programme was acknowledged as being the most important element as it would dictate our future approach to our neighbours, financing and activities. There was a general consensus that if it was possible the clubhouse would ideally be located elsewhere and hopefully enable a new course layout that would accommodate either two loops of 9 holes or three loops of 6 holes.

However, it was communicated and understood that this would require detailed options and feasibility studies being worked up, commercial and confidential representations (ideally by relevant professionals without a self-interest) being pursued to secure the best options and value for all members of the club.

There was also recognition that ideally there should be a working fund and appropriate support to pursue the aspirations with a strong governance framework to protect all the members interests.

There was a mixed view regarding the option of diversification if it meant incorporating a hotel type arrangement, however there was an understanding and support for diversification, selling the services and developing an increased membership of both the current and future facilities.

The detailed feedback for each section is contained in the following section.

Essential Course Improvements (Priorities)

Essential Items to be addressed in Year 1	Allocated Budget	Workshop Feedback (If Any)
Machine Washdown bay (To comply with Environmental Legislation, maintain machines properly, increase productivity)	£25,000	Combine washdown bay and machine storage into one cost
Create improved and additional covered Storage Areas (To protect and enhance the reliability and life of equipment)	£10,000	
Drainage & Paving work around the Putting Green (To improve/maintain surface quality)	£4,000	
Drainage work to Greens 5,7,& 9 (Improve surface drainage)	TBA	More information regarding cost required Do we need drainage on holes 11&12 Important to achieve all year round playability
Total Course Programme Value		
Voluntary Contributions from club groups: New Ball washers £300, Waste/Recycle Bins £550		
Contributions from Senior Life Members – (anonymous and 240 club)		

Essential Clubhouse Improvements (Priorities)

Essential Items to be addressed in Year 1	Allocated Budget	Workshop Feedback (If Any)
Refurbishment of showers to men's locker room (To ensure all working, improve credibility and experience for visitors – also prevent deterioration and unacceptable conditions in mess room areas)	£5,000	Consider number (Of showers I presume) Seen as important with "hot water" Seen as essential Showers for men are a disgrace needs doing
Replace Clubhouse Boiler (To improve reliability, efficiency whilst reducing annual costs in respect of running and maintenance)	£8,000	Supported
Patching and repairing areas of existing car park (To improve experience of members and visitors, alleviate deterioration and reduce trip hazards)	£4,000	When does it become essential to repair Stone could be cheaper Not a priority other than H&S Essential to patch up (Do not dig up any more trees in car park) Car Park patching is a false economy
Clubhouse environmental Improvements including waste management and Gas bottle storage (To ensure meeting statutory regulations, being a good neighbour and employer).	£1,500	
Total Clubhouse programme value		£18,500

Workshop 1 Course & Clubhouse

Activity 1 Essential Items

General Feedback on Essential Items:

- Proposed projects supported – sensible and good ideas
- Positive that members funding being transparently shown against known / identified projects
- Separate out infrastructure items (e.g. Washdown bay and machine sheds) from course improvements.
- Would help if positive statement is made to say in subsequent years £39, 000 will be spent on course improvements.
- Figures look conservative – where will this be generated from
- Predicted profit for end of the year is £57,500

Other essential projects identified / suggested

- Window in side of hut on 10th tee and water supply
- Improve Mat & Net on 1st Tee.
- Car Park security
- Deal with sleepers on 10th hole (Very dangerous)
- Suggest we prepare course in October for winter greens etc

Workshop 2 Activity 1 - Improving Level of Income

Feedback and collective views of:

- The current level of Green Fee income being achieved – how would they would attempt to improve this level of income?
- How would you encourage the club to generate additional income to assist minimise fee increases to members?

General Feedback:

- Introductions / referred income to members
- Special offers – imaginative incentives
- Hotel partnerships (springs, Breedon Gym)
- Controlled on-line booking
- Member guest incentives
- Winter warmers

- More opens
- **Reduce senior members**
- **Increase playing membership**
- Market membership – to developers in area
- Focus on increasing membership

More specific feedback:

- Balance members / GF time – concern over Saturdays
 - Increase price at weekends
 - Reduce through quiet times
 - **Identify ideal time slots for societies and other visitor groups (Don't block course from members who can only play weekends)**
- **Consider start times for visitors – is 11:00am a constraint**
- Booking tee times on-line – slack time 11-2? (Morning, Afternoon and twilight golf – different rates).
- **Encourage more from SLM (Honesty box on playing)**
- Use clubhouse for Non-members / Non-Golfing (Use for non-golfing is “Better return” (Attract Royal Hotel Trade)
- Advertising sign on A42 for WPGC
- Understand split of membership by
 - Business members
 - Retired members
 - Weekend only players

Monday / Roll up events need time priorities i.e 10am through to 12 noon

- Monday / Wednesday roll ups need time priorities i.e. 10am though to 12 noon
- Change licence to allow non-member events
- Franchise arrangements have reduced the cost of catering and also services to members
- Tee sponsorship

Desirable Course Improvements (Priorities) 2021 - 2025

Desirable Items	Required Annual Budget Provision	Total Likely Investment Budget Required	Workshop Feedback
<p>Bunker refurbishment: Total number of bunkers is 44</p> <p>1. Costs estimate if contracted out: £3000 per bunker .</p> <p>2. If carried out in House: Time allocation for Greens team approx. £1000 and 4 working days per bunker.</p>	<p>1.£26,400</p> <p>2. £ 8,000</p>	<p>1.£132,000</p> <p>2.£ 44,000</p>	<p>Quality of sand</p> <p>Are all 44 essential</p> <p>Prioritise where drainage being done (5,7,9)</p> <p>Left hand side 15, Front left 8th, left side 17</p> <p>Shorten programme to ½ years</p>
<p>Create a practice chipping green & Bunker on the existing practice ground beside the 11th hole without automatic irrigation.</p>	<p>£3,000</p>	<p>£3,000</p>	<p>Yes to practice Chipping</p> <p>Put bunker on practices & see how good in house are. If good enough employ another to speed up delivery</p>
<p>Install electronic course information board beside 1st tee alongside pathway.</p>	<p>£3,500</p>	<p>£3,500</p>	<p>No electronic board</p>
<p>Required capital / budget provision</p>	<p>1.£32,900</p> <p>2.£14,500</p>	<p>1.£138,500</p> <p>2.£ 50,500</p>	

Desirable Clubhouse Improvements (Priorities) 2021 - 2025

Desirable Items	Required Annual Budget Provision	Total Likely Investment Budget Required	Workshop Feedback
Slopes /access ramps to facilitate DDA compliance	£2,000	£2,000	No (1 group)
Redecoration / refurbishment of clubhouse fittings	£2,000	£10,000	Yes (1 Group)
Full car Park resurfacing if clubhouse not being redeveloped or relocated (Creating a sinking / provision fund)	£40,000	£40,000	No (1 Group) – cost low Not essential – potential repairs , make the entrance more inviting
Installation of projector facilities within board room	£2,000	£2,000	No to projector (2 Groups)– yes to TV that sinks with laptop
Required Capital / Budget provision	£46,000	£54,000	

Workshop 1 - Activity 2 Desirable Items & Prioritisation

General Feedback on Desirable Items

- Question logic of resurfacing car park until longer term plan known
- Yes, to Bunkers – but question all
- Use blend of internal and external resources for bunker programme
- Aesthetics of bunkers important to complement style of course – shape bunkers, entry level on low side- drain from corners, reverted faces to protect against clay wash
- Should some bunkers be removed mixed with reintroduction of some fairway bunkers – other clubs (Drayton) have reduced and repositioned bunkers to reduce cost of maintenance whilst maintaining course difficulty

Other desirable projects identified

- Redesign layout of clubhouse
- Large screen for results
- Would add some permanent winter tee mats
- Would consider irrigation system – extend and improve.

Aspirational Course Improvements (Priorities) 2025 & Beyond

Desirable Items	Required Annual Budget Provision	Total Likely Investment Budget Required	Workshop Feedback
Excavate/renew drainage both on and surrounding greens. Priority Holes 4,5,6,7,8,9,10,11 and 12. Consultation required and costs to be identified	To be identified	To be identified	How much can we achieve in light of base clay. Do we need to go elsewhere if this is how the climate will be.
Improve fairway drainage in specific locations e.g. holes 7,8 and 13. Consultation required and costs to be identified.	To be identified	To be identified	

Activity 3 Dreaming of your Aspirations

On your tables please use the dry pens to:

- Mark on the image supplied:
 - What changes you would make to the course layout to permanently remove the boundary risks
 - Where you would build a new clubhouse
 - What additional steps you would recommend to secure the long term future and viability of the golf club.
- On the flip chart paper:
 - List the facilities you would like to see if we were able to Relocate/ rebuild the clubhouse
 - Your observations and recommendations for the additional drainage aspirations
 - List the diversification / income revenue opportunities you would like to see pursued to secure the long term viability of the club.
 - Do you have a view as to whether we should be creating a fund to investigate the future aspirational objectives?



Workshop 1 - Activity 3 Aspirational Items

General Feedback

- Agreement and illustrations provided that participants identified the academy course as the ideal place for additional holes to be designed and built.
- There was a mixture of ideas regarding where the clubhouse should / could be constructed including up around the 7th green, on the existing practice ground by the 11th and on the academy course.
- There was support for the land drainage to be investigated further, although it was highlighted that it maybe futile due to the general soil conditions (clay) or become a “bottomless pit” as significant work beyond that identified maybe required.
- As would be expected the issue of finance was a significant concern, this produced a mixed view regarding the option of selling part of the course to a developer

- **There was a general consensus that there would be a need for a dedicated working group / committee to work-up proposals, conduct investigations and any relevant negotiations (Highlighted this would need to work in confidence for periods of time before reporting back to members)**
- Some recognition that this would require budgetary support (this is not included in current income / expenditure projections).

Tables Aspirational Feedback

- **Members club important – Don't sell ala Belfry**
- Development of course extension & clubhouse must be self-financing – look at options to buy / sell land to finance (No additional cost to members)
- Create new access either near:
 - Near 7th Green to new clubhouse
 - Off Willesley Lane to new clubhouse near academy course
- Selling land to fund is essential.
- Opportunity to partner a developer to include hotel, spa etc
- Undertake feasibility of aspirational plan in order to move forward
- Articles of association need updating.
- Incorporate lodges to accommodate overnight stay (Revenue earner)
- Purchase end house (The spinney)
- SWAP scout land for practice ground
- Two level clubhouse – offices etc upstairs

Potential Ne Clubhouse Facilities Identified

- Hotel (Restaurant, Bar etc) Conferences, gym, National forest activities
- 2 x 9-hole loops alternative suggestions 3 x 6 holes (seen as essential for modern golf)
- Pro-shop within club & 1st tee
- Conference / meeting rooms
- Upstairs bar / dining with balcony
- Modern changing and showering



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Section 3

Financing

Five Year Expenditure Projections

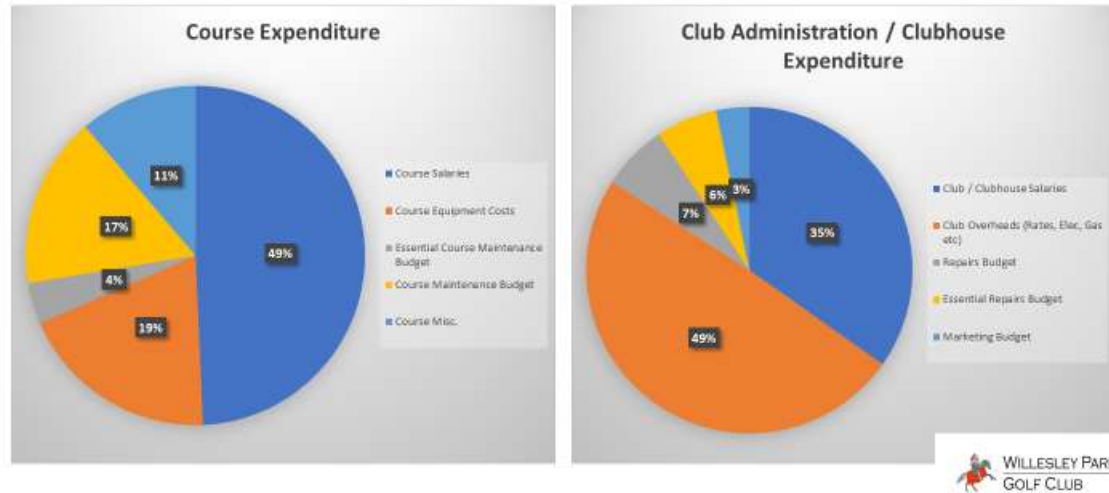
	2020/21	2021/22	2022/23	2023/24	2024/25
Course Salaries	175,000	180,250	185,658	191,227	196,964
Course Equipment Costs	68,000	70,040	72,141	74,305	76,535
Essential Course Maintenance Budget	14,000	14,420	14,853	15,298	15,757
Course Maintenance Budget	58,000	59,740	61,532	63,378	65,280
Course Misc.	40,000	41,200	42,436	43,709	45,020
Course Total Expenditure	355,000	365,650	376,620	387,918	399,556
Club / Clubhouse Salaries	106,000	109,180	112,455	115,829	119,304
Club Overheads (Rates, Elec, Gas etc)	150,000	154,500	159,135	163,909	168,826
Repairs Budget	20,000	20,600	21,218	21,855	22,510
Essential Repairs Budget	18,500	19,055	19,627	20,215	20,822
Marketing Budget	10,000	10,300	10,609	10,927	11,255
Club House Total Expenditure	304,500	313,635	323,044	332,735	342,717
Total Projected Expenditure	659,500	679,285	699,664	720,653	742,273



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- The figures have been calculated based upon 500 paying members and allowing a 3% inflationary increase for each of the five years.
- The essential maintenance items (Course and clubhouse) have been included within this year's budget and included for each of the next five years

Where The Money Currently Goes.



- The above diagrams illustrate the level of expenditure (Staffing and equipment 68% Course) which is required to maintain the course to current and future levels of condition.
- 21% of the budget is allocated to routine and essential maintenance programmes
- In respect of the club Administration expenditure (which includes the clubhouse) 84% of expenditure is allocated to salaries and overheads (Bills etc).
- 13% of expenditure is allocated to routine and essential maintenance. This is a prudent amount whilst the club members determine what the future of our clubhouse facilities should be.

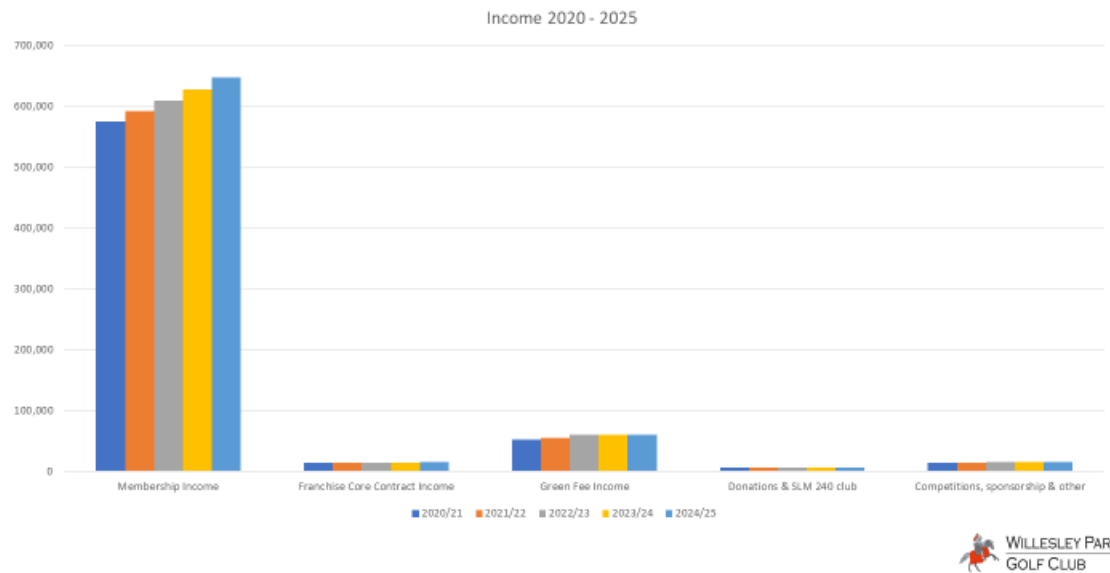
Five Year Income Projections

	2020/21	2021/22	2022/23	2023/24	2024/25
Projected Membership Numbers	500	500	500	500	500
Membership Income	£575,000	£592,250	£610,018	£628,318	£647,168
Franchise Core Contract Income	£13,500	£13,905	£14,322	£14,752	£15,194
Green Fee Income	£52,000	£55,000	£60,000	£60,000	£60,000
Donations & SLM 240 club	£6,000	£6,180	£6,365	£6,556	£6,753
Competitions, sponsorship & other	£14,000	£14,420	£14,853	£15,298	£15,757
Projected Income	£660,500	£681,755	£705,558	£724,924	£744,872



- The income projections have been estimated based upon an annual inflationary increase of 3% - however this would be dependant upon membership numbers being maintained, board decision and approval and expenditure pressures.
- The current projections highlight that it is likely we will be able to maintain a balanced budget but with no surplus to invest in desirable or aspirational items

Five Year Income Projections



- The above highlights the current level of reliability upon members income to finance any improvements / changes.
- The challenge is therefore can this be reduced through other income generating initiatives. See table below which is calculated upon the best / worst scenarios (Bunker replacement programme done in full externally or internally).

Desirable Finance Requirement 2020/25

	2020/21	2021/22	2022/23	2023/24	2024/25	Five Year Totals
Projected Income	660,500	681,755	705,558	724,924	744,872	3,517,609
Projected Expenditure	659,500	679,285	699,664	720,653	742,273	3,501,375
Projected Surplus / Deficit	1,000	2,470	5,894	4,271	2,599	16,234
Desirable (External Option)						
Course Desirable Expenditure	29,400	26,400	26,400	26,400	26,400	135,000
Club House Desirable Expenditure	6,000	2,000	2,000	2,000	2,000	14,000
Funding Gap (Worst Case)	-34,400	-25,930	-22,506	-24,129	-25,801	-132,766
Desirable (Internal Option)						
Course Desirable Expenditure	11,000	8,800	8,800	8,800	8,000	45,400
Club House Desirable Expenditure	6,000	2,000	2,000	2,000	42,000	54,000
Funding Gap (Best Case)	-16,000	-8,330	-4,906	-6,529	-47,401	-83,166



- The above shows that whilst our current income expenditure is broadly balancing, we currently have no capacity for the development of a desirable programme.

Workshop 2 Raising Investment amounts

Feedback in respect

How do we narrow the gap / raise the investment sums required to deliver the desirable programme etc?

- **Increase membership limit to allow more members**
- Clubhouse usage committee
- Use of quiet times
- Fund access improvements for disabled to enable increased usage
- Reintroduce joining fee
- Concern over applying levy to paying members only

- Family Debentures – Multi Generation
- **Inspirational course projects – to be supported by voluntary donations (240 club)**
- **Divide the cost of running the club by the total number of members**
- Increase fees to a level to support expenditure needs – Longcliffe £1300 per annum

Do you have a view as to whether we should be creating a fund to investigate the future aspirational objectives?

- Yes a working group to be set-up
- Bequests from wills

As members what safeguards would you like to see to ensure any finance raised is applied to ensuring it is utilised for the desirable and aspirational programmes?

- Specific ringfenced projects linked to budgets
- Linked to business plan
- Split subs into current and capital elements (Members can see the capital expenditure)

Members to agree a 5-year rolling programme of capital expenditure

General Feedback

- Flexible memberships
- Increase membership
- Levy to include all members including SLM
- Integrity of board to safeguard finance raised is applied appropriately



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Section 4

Governance



Workshop 2 Activity 3 – Governance Feedback

What is good about our current governance arrangements

- Established system
- Large Board gives wider representation
- Board working effectively – Quality good – people with skills
- Improved communications to members
- Directors have a good understanding of the club

What is frustrating regarding our current governance arrangements

- Too many people on board
- Articles should be revised to match current requirements E.g. on line comms & voting
- Need to separate operational / Strategic
- Dis – jointed continuity as people change
- Using skills criteria to appoint board members – (not a popularity contest)
- % required to approve change – reduce this as currently restrictive.

- Ease that individuals can block change
- Poor communications – good info prior to members vote
- Poor continuity – 3 years term is too short, presents long term planning and delivery.

What changes in governance would you like to see

- More sub committee's
- Need an odd member of the board e.g.7
- Treasurer a director
- Use of proxy / electronic votes
- Captains to be non-voting
- Support from a club manager (paid)
- Treasurer needs input to control budget
- Board mainly more senior members (attract younger directors)
- Board needs more direct relationship with members – Members populate committees led by Directors – ops committees

Potential Structure (Re-alignment)



- The above model illustrates how a board could be reconstituted to enable the strategic and operational elements to be focused upon in the correct arenas. In essence the general committees would collaborate with the operational committee and the operational committee would report into the strategic board.
- The list of duties is illustrated below

Board Responsibilities

- **Strategic Board**
 - Business Development / Aspirational Projects
 - Annual Accounts and Statutory Returns
 - Agree New Policies
 - Receive and make decisions regarding reserved matters
 - Receive reports / requests for significant non- budgeted expenditure
- **Operations Board**
 - Budget monitoring of all committees
 - Setting Annual Budgets
 - Agreeing Annual action plans for each committee
 - Receive reports and requests for additional non- budgeted expenditure (To be agreed within limits and delegations listed in revised articles)
 - Create and recommend revised / new policies.



Membership

- Strategic Board
 - Chairperson and Vice Chairperson – Voted for by whole membership (Not to be confused with President or Captain)
 - Chair of House & Bar
 - Chair of Greens
 - Chair of Handicap & Comps ?
 - Chair of Marketing
- The above chairs could be agreed via the nomination process and agreed by whole membership.
- Other committees – all to be agreed but each committee should be chaired by a member of the strategic Board.
 - The Captains should be incorporated onto the committees which will assist them most in their year. A subcommittee of the House & Bar or Handicap & Comps could be chaired by the Captains to arrange activities and ambassadorial roles during their year.
 - The president should be acknowledged and promoted as the Chair of any general meetings held annually or in accordance with the clubs constitution.



Activity 4 – Governance Shaping

Feedback of a proposal to realign the board structure indicating:

How board members should be appointed and

- Relevant experience taken into account / consideration
- Each role have a job description
- Director applications - -job specification
- Appointed on the basis of skills
 - Balance with member representation
- Allow election for members with less than 3 years membership
- Board needs professional expertise
 - Directors appointed by invitation / interview
 - Needs to be representative of membership

How long they should be allowed to serve before re-election

- Allow rolling 3 years
- Three years term plus one third retiring each year

Should the treasurer be a full board member?

- Three years term plus voting member of the board
- Yes, Treasurer should be a full member
- Treasurer should be Finance Director (Voting)

What are your views regarding what the Captains and Presidents role should be and how can this best be supported?

- Captains / Presidents – figureheads, no involvement in the board
- Captains to attend without too much involvement
- President still needs to be there
- Carry on as we are Capt.'s to enjoy their year
- Captain and President to be totally honorary with no direct pressures

What committees do you think need to be empowered to deliver the operational and social needs of the club?

- Greens
- H&B
- Marketing
- Handicap and Comps
- Consider “Membership” services – acts as focal point for members needs allows skills-based specialist recruitment
- As now Greens, H&B (Including Social), Finance, Marketing and Handicaps



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Section 5

General Feedback

Workshop 1 Quality of Session Feedback

What they thought was positive / good about the evening	What they were disappointed we did not cover to include this evening	How we could improve future sessions
<ul style="list-style-type: none"> • Positive consultation with membership • New members involvement & long-term view. • Broad thinking / Brainstorming • Transparency (No secrets) • Open Forum • A lot of ground covered • Well planned • Open honest (Those that attended want best for WPGC) • Good presentation • Being involved & Good to seek a range of collective views • Open my mind beyond my own ideas • Good to get members involved in plans • Good format which involved the people in the room – great opportunity to discuss the future • Informative and Inclusive • The evening encourages members to own the discussion • Very positive – Joint discussions / group sessions very good. • Good feeling • Communication, information, open discussion • Highlighting short term essential costs • Good dialogue on key issues • A good presentation and deserved more support. 	<ul style="list-style-type: none"> • Lack of other members attendance (15) • Costs of various options • Which land is in the pipeline for sale – what land could be purchased? • Dress code being relaxed to make it more attractive to new members • We did not put any alternatives on the night of any new essentials from the floor that might be different to the ones present • Need governance where the members drive the board and not the other way around • Apathy of members • Not enough time to discuss important subjects • Poor attendance • The membership must appreciate the reality of the current situation • The Board should run the club Not the membership run the board • Require a little more time to discuss collective ideas • Not a great understanding by attendees of how the club works • Limited attendance again • Disappointing not members here • Disappointing not many ladies here • Poor turnout 	<ul style="list-style-type: none"> • Discuss different results from teams of tables. • Marketing these workshops (The future of your club starts today) • Improve website • Free Beer • Members need to participate • Get more members to attend • Drip feed information • Change the articles of the club to make it easier for the board of the day to get motions and plans through the AGM • More communication Re: Dates • Increase attendance • More communication via better communications of what is happening • Concern this exercise will be futile as when it comes to the crunch conservative members will vote things down at EGM's • Need to find way of getting more engagement from members (poor attendance) • Open discussion we need to change articles, get more financial input from Senior Life Members • We need to encourage more members somehow • Involve Younger Members • Pre meeting information to interested parties to give them time to think

<ul style="list-style-type: none"> • Good to collect a range of collective views • Great opportunity to discuss the future • Good opportunity to voice views and have open discussion amongst members • Very informative and positive • Our table came up with some positive ideas • Informative, positive and good communication • Very useful engagement with a limited number of members • Well prepared presentation • Positives in members wanting to improve the club • Good preparation, Good comms and facilitation • Very good & Informative evening – keep going • Very, very, very positive meeting • Good debate, wide ranging thoughts / views / ideas • Well controlled structured meeting • Opportunity to hear others thoughts 		<ul style="list-style-type: none"> • Voting for changes to club rules @Agm /egm – voting by email not just show of hands • Board size should be reduced to be workable • Must have a Senior Life Meeting ASAP • Think about 2:30 on a Saturday • Could be a bit more sharing of ideas across tables • More proposals to discuss • Free beer!
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