

DATES

12 – 16 March 2012 (Mon-Fri)

or

29 Oct – 2 Nov 2012 (Mon-Fri)

VENUE

Stirling Management Centre
Scotland



SCOTTISH GOLF
UNION



SCOTTISH LADIES'
GOLFING ASSOCIATION

SCOTTISH GOLF CLUB MANAGEMENT TRAINING

LEVEL ONE

- COURSE CONTENT
- COURSE PRESENTERS
- COURSE DATES & PRICES
- DELEGATE FEEDBACK
- VENUE

In these challenging economic times Club Managers are under greater pressure than ever from their committees, owners and members to create and implement business strategies that guarantee the continued success of their clubs.

Club Secretaries/Managers invariably come in to the industry with some strong skillsets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competencies areas of the modern club manager.

- Club Governance
- Accounting & Financial Management
- Strategy & Leadership
- Golf (& Sports) Operations
- Facilities Management
- Membership & Marketing
- Human Resources & Professional Resources
- Interpersonal Skills
- Food and Beverage Management
- Statutory Compliance

The week long training course is targeted in particular at those managers who are either new to post, recently appointed or simply want to enhance their knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of the club business, and will have established a valuable network of support for their career in this industry.

2011 Management Training delegate
Tom Cummings, Secretary of
Kirkintilloch GC said of the Level 1
course

*"I learned more about what my job
should be in five days than I learned
in the previous five years"*

The bodies responsible for advancing education within Scottish Golf have formed the Scottish Golf Education Partnership. This group ensures there is a full calendar of CPD & educational events for members of all organisations to assist their clubs.



COURSE CONTENT

The curriculum and learning outcomes have been provided by the Club Managers Association of Europe and this training course is endorsed by the Club Managers Association of America as part of the educational pathway to the CCM qualification.

Private Club Governance – the structure, the process and the politics	You will explore best practice in this area and discover the common traits of the most effective volunteer committees.
Marketing in private clubs	Gone are the days when a club could afford to ignore the opportunities presented by effective marketing campaigns. Whether your club is aiming to recruit members or attract visitors, this course will give you the basics of that plan, considering current trends, modern social media and the use of demographic tools.
Statutory Compliance & Risk Management	To help you sleep peacefully at night you need to know that you have all the basics covered with regard to Health & Safety, Employment Law and many other legal hurdles facing your club. Experts, familiar with private clubs, in each of these areas of law will be on hand to give you the knowledge that will help keep you and your Club out of court.
The Food & Beverage basics	Whether your operation is in house or outsourced, there is far more focus on this area of the business than ever before. Gaining knowledge of stock control, menu construction, bar set up and industry standards will enable you as a modern manager to balance the conflicting demands of delivering great food at bargain prices.
Introduction to club accounting and budgeting	The most common competency area to trip up a Club Manager is a lack of knowledge or credibility in this area. This course will prepare you to handle financial statements including the P&L, balance sheet, operating, cash and capital budgets, as well as provide you with tips for budgeting and a review of the pros and cons of leasing equipment.
The importance of service in private clubs	In this competitive environment there is always a competitor willing to look after your customers. You will learn how to guide your staff so that they react correctly in those 1 million opportunities they have to impress a customer this year, and remind members why they should renew their subscription this winter.
Management & Delegation	There is only one of you, so how can you create a supportive environment to help manage change in your club? You will learn what are the dos and don'ts of effective delegation in a club.

COURSE CONTENT

Golf Operations for Club Managers	Balancing the golfing demands of members and visitors whilst taking care of the bottom line is a skill often learned on the job, but you will have access to world authority figures from the R&A, PGA and SGU who will give you the best help available.
Golf course maintenance for club managers	You may never cut a green or stripe a fairway, but as the Club Manager you will learn what you need to know to lead a more effective team and deliver the golf course that your members want. Industry experts from BIGGA will be on hand to deliver a Club Managers appreciation of the Course Managers work.
Effective staff management within a club	Managing staff in a club environment is especially challenging but is the key to high performance & member satisfaction. You will learn sound HR principles and management skills to support you in this goal.
The basics of strategic planning	Without a plan your club can spend many hours and many pounds heading in the wrong direction. This course will help you start the process of plotting the best way forward for your club so that your management team and committee are pulling in the same direction.
Facility Maintenance	Often overlooked until it is too late, your facilities need to reflect the short and long term aspirations of your club, taking into account customer demand, safety, legal requirements, financial restraints and many other factors. Learn to plan for the future through a combination of maintenance and capital investment programmes.
Creating a member event at your club that won't have to be cancelled	"We put on these great events, and nobody comes!" You will be told the ten key ingredients to a successful event at your club.
Effective Member Communications	Members demand up to date, well written and appropriate communication, which will consume much of the club managers daily life. You will be given techniques to best manage this part of your job in the context of a modern club utilising modern technology.
Career Development and Professionalism	We are lucky to work in places where our customers choose to spend their leisure time, but despite that fact, job satisfaction can be hard to find. We will establish how to obtain the correct training and focus to cement the trust of your committee and your members.

COURSE PRESENTERS

This training course has been designed by the club industry for the club industry, and will be delivered by a combination of experienced Club Managers and external specialists who have worked for many years with private clubs. Current team of presenters:-

- Steve Brown - Inn Formation
- Ronnie Malcolm - RRM International
- Jerry Kilby CCM – Chief Executive Officer, CMAE
- Bill Lawlor & Fiona Shanks - Xact Advice H&S/HR trainers
- Duncan Ritchie – Chartered Accountant
- Representatives of the following organizations: BIGGA, CMAE, SGU/SLGA,PGA, R&A

COURSE DATES & PRICES

<u>Dates</u>	<u>Course</u>	<u>Cost</u>
<u>2012</u>		
12 – 16 Mar 2012	Level 1	£800**
12 – 16 Mar 2012	Level 2	£800**
29 Oct – 2 Nov 2012	Level 1	£850
<u>2013</u>		
11– 15 Mar 2013	Level 2	£850

****Clubs affiliated to the SGU/SLGA can obtain a reduction in course costs to £650**

A further rebate can be requested by Scottish based clubs through a Scottish Government training scheme (SDS), which reduces the cost of this course to just £325, including all course materials, all accommodation, breakfast and all day time meals/drinks. These SDS forms are part pre filled by the SGU to smooth your application process.

As these places are limited, to book your place, please contact Kevin Fish on 01620 892416, or via email at k.fish@scottishgolf.org

DELEGATE FEEDBACK

Club Management Training Level 1- 31 October to 4 November 2011

"Thank you, I have developed an informal peer support network that I am sure will be valuable to me in the coming years."

"I got a brilliant response back at my club to what I have learned. It was intense, hard work at times but a lot of fun and very entertaining. I learned so much, gained new friends and contacts that I know will help me for years to come. Thank you, or as Jason would say, Good Job"

"Invaluable insight, fun, professional, for life network – priceless."

"Lit my fire and left me with a burning desire to go ahead and continue to develop as a manager and enable me to drive my club forward."

"Excellent platform for developing effective professional management at golf clubs in Scotland and ultimately ensuring a successful future for golf in Scotland. Thank you."

"I learned more about what my job should be in 5 days than I learned in the previous 5 years"

"What a great week of information overload!"

"Of benefit to people about to start as well an aid to people already in post"

"Education is the key to success. If you want to have a successful club and career, this is the best place to start."

"I learned so much in a relatively short space of time and even the bits of the club business I thought I had my finger on the pulse, I discovered so much more. Powerful things to help me take my club in the correct direction."

"The week provided me with the confidence and knowledge to take back a bit more control at the golf club."

"This week has proven to me yet again that the learning journey is never over."

VENUE

THE STIRLING MANAGEMENT CENTRE, SCOTLAND

We look forward to welcoming you to this residential training course, which runs from Monday to Friday, approximately 9am to 5pm. To allow those travelling to Stirling on the Monday, the registration desk will be open from 9.00 am, and the course will commence with introductions at 9.30am.

Stirling Management Centre is one of only two venues in Scotland awarded the highly coveted Conference Centre of Excellence Award. The Centre, which lies in the shadow of the Wallace Monument offers a range of excellent facilities including quality classrooms, acclaimed restaurant, relaxing bar, deluxe accommodation and top class sport and recreational options.

