

**MINUTES OF A BOARD MEETING HELD AT EXETER GOLF AND COUNTRY CLUB LIMITED,
WEAR HOUSE, COUNTESS WEAR, EXETER ON WEDNESDAY 30th JULY 2014 AT 5.30 PM**

Present: P Dukes (Vice Chairman)
JL Coombs (Finance Director)
AG Pascoe
Mrs D Stevenson

In Attendance: H Weatherley (President)
Chris Jones (General Manager)
Mrs I Gilbert

Responsibility

<p>1. APOLOGIES Apologies for absence were received from W Gannon, C Harris-Deans and GM Goodison.</p>	
<p>2. MINUTES The Minutes of the meeting held on 25th June 2014 were confirmed by the Board and signed by the Vice-Chairman.</p>	
<p>3. MATTERS ARISING There were no matters arising.</p>	
<p>4. FINANCIAL MATTERS The June Management Accounts had been circulated by Martyn Grant. The Finance Director had some queries on these accounts, details of which had been circulated to the Board, and to which Martyn was responding.</p> <p>The Accounts to 31st March 2014 had been completed with the auditors. Because there had been doubt of a quorate meeting the Finance Director suggested that the full accounts be circulated to the full Board to consider. Once these have been agreed the Chairman can determine the totality thereof to be a "Written Resolution" in the standard form to get them signed and back to Francis Clark and the printers.</p>	
<p>5. GENERAL MANAGER'S REPORT Health & Safety Accidents in June 12 incidents, 1 staff, 0 Riddor</p> <p>Outcomes from the accidents</p> <ul style="list-style-type: none"> • Outdoor pool steps are being replaced. • Metal railing at the deep end has been removed • New umbrellas ordered <p><u>Health & Safety Audit</u> A Health & Safety Audit took place on 18th July. The summary below highlights the improvements that my team and I have made this year. The full report was sent to the Board on 21st July.</p> <p>Executive Summary</p>	

It is pleasing to report significant improvements in H&S performance, with few negatives, since the previous audit conducted in July 2013.

I consider this improvement is due in part to the management changes which have taken place, in particular the reintroduction of a specific HR function, and new maintenance role which amongst other responsibilities has resurrected the Health & Safety 'Appointed Person' function. I consider this change has once again refocused safety attitudes and activities as integral part of normal business activities.

Excellent standards of record keeping (safety related) now exist; this is a significant improvement on last year, with practically all records, risk assessments, inductions, etc. now up to date and easily accessible.

Organisational culture remains positive. Once again, all persons interviewed could speak positively and provide examples of health & safety in their role.

An interesting question asked to people during the audit was "Who is responsible for H&S at EGCC?", with almost all persons interviewed answering "everyone is responsible". This indicates a good culture of acceptance.

The Safety Committee meets regularly (monthly) and has once again become a good communication tool for discussing and raising safety issues.

Although 'Safety' remains on meeting agendas, it appears that discussion amongst teams continues to take a reactive approach, for example, many people interviewed could remember talking about negative safety issues, e.g. accidents, but very few (with the exception of 'Greens' staff) could remember being proactively reminded about workplace hazards, or PPE, or accident reporting other than during their induction. It is recommended that a structured system of 'toolbox talks' is introduced across the organisation to encourage a proactive approach towards compliance.

The Board has committed resources for various training activities which are on-going, many of which are conducted in-house, examples include accredited safety awareness training (CIEH) for selected staff, manual handling training, DSE Assessment, first aid training.

Contractors are well managed on site, with a 'permit to work' system in place, although the system for checking contractor's competency & suitability ('Preferred Contractor' process) which lapsed in 2012 requires re-implementation.

The standard of food hygiene management appears compliant, with good standards of record keeping in place. The Sports Bar kitchen may however benefit from improved storage of live recording documents which were initially difficult to locate during audit.

I have previously recommended that management competencies are reviewed to include safety competencies, and I continue to make this recommendation that EGCC establish criteria for all management staff to attain IOSH Managing Safely (or equivalent) safety qualification.

Examples of good compliance to report;

Strong Board & Senior Management Commitment

Centralised HR and H&S role in place

Good standards of document management, including training records, risk assessments, inspections records, pool testing records

Safety Committee meetings are held regularly, with mandatory attendance

HACCP (food hygiene management) documentation in order

Regular workplace inspections are conducted

☒ Good standards of Accident reporting / investigation

Examples where improvement/change is recommended;

☒ Re-implementation of Preferred Contractor process

☒ Electrical testing procedures to be implemented (planned for Autumn 2014)

☒ Welfare facilities – facilities for maintenance staff in the maintenance yard

☒ Management safety training for new and emerging Managers

In summary, it is clear to see there have been significant efforts made to implement the recommendations made in the previous audit with a few recommendations still outstanding. Almost all of the recommendations made in this report are relatively minor and simple to achieve at low cost. It is good to see that EGCC's safety culture is once again heading in the right direction.

Richard Hookway GradIOSH
AMARISK LTD. 18th July 2014

Membership

We have a total of 4670 members for June compared with 4618 at the same time last year. This includes 4 golfers, 1 Rackets and 13 Fitness.

Marketing

New member numbers 108 / against 163 new members last July when we ran a No Joining Fee offer, but we are still up on budget which is great.

Number of tours: 40 / 23 joined = conversion rate of 57.5% which is high

22% heard about us from Google. 9% from Facebook.

The Free Vouchers Worth £100 campaign has got off to a good start however of course it's not as popular as the No Joining Fee we did before the summer holidays last year – Next year I would be tempted to offer that again to catch people thinking about how to spend their summer holidays with the family.

Summer Ball was a great success – and was almost sold out with 130 tickets sold. The evening was a great event and we had fantastic feedback from those who came.

Steve Knightley – event was sold out with 170 tickets sold.

New Events leaflet for next six months has been produced and printed up to New Year's Eve.

Member Emails – Open rate approx. 47% with click rate of between 3% and 13% which is very good.

Member Survey – Next one due out in September.

Menus – new wine menu printed and arrived.

CAMPAIGN

Free Vouchers for Members – started 1st July – all members and non-members when they join invited to collect one sheet of vouchers worth up to £100 to spend in the club e.g. free PT session, free tennis session, £5 off Wear Park, free tea or coffee in Sports Bar.

Facebook campaign – we now have 1,763 ‘likes’ which is up from 1600 last month. Regular posts on there are seen between 300 and 1000 people. The page has been seen by 16,200 people.

Twitter 3160 followers, up from 3060 last month with regular retweets and engagement.

Google+ 36 followers –up from 28 last month this is important from a Google ranking point of view

Trip Advisor – we have received a number of good feedback reports since introducing Trip Advisor business cards to the till points and when people are given a bill in Wear Park. The cards have our link to our listing on Trip Advisor.

Devon Life, quarter page

Exeter Living, quarter page

Website - 11,152 visitors (53% are new visitors) 31% increase on new visitors

Top landing pages: home page 36% / book a tee 8.75% / weight loss story 6% / summer ball pics 3% book a tour 2.2% / gym 2.13% / treatments 2.11% / burn fat story 1.19% (133 people!) / wedding story 1.02% 114 people

Exit pages: after home and book a tee: Contact us 5.71% 637 people / Book a tour 4.89% 545 people – this is great as it means they are leaving where we want them to – asking us for more information or coming to see us!

Referral websites (how they are coming to us):

- Google Organic (not paid for) 5691 , 51.03% of total and increase of 17.05% on last year
- Direct (entering URL) 1851, 16.60% of total and decrease of 28.48% on last year – could indicate they are finding more links to us elsewhere and don’t have to enter URL
- CPC (paid for) 1404, 12.59% of total and decrease of 20% on last year – this is BRILLIANT as it means we’re paying less and people are finding us more! Exactly as per my plan!
- Facebook links: 1017, against 40 last year
- Twitter links: 102 against 8 last year
- Trip Advisor: 8 against 4 last year / Google+ 2
- Exeter Daily 21 against 1 last year
- BestofExeter only 8 – same as last year and further indication to not renew contract next year

Overall I am delighted with these results!

I am working with the management team to produce more content for the website as this is what drives our position on Google searches and clicks through to other pages on the website, plus provides interesting content on social media to draw in either new members or inspire current members to join other sections.

I have a list of 12 titles each from the gym / kitchen / rackets / weddings and events / juniors. The managers are writing articles for each title which I then amend/re-write as press releases / online content. The results are great right from month one...some of them can be seen above in the Google Analytic results and others can be seen on

social media results for each story. For example the weight loss story got over 1200 clicks on Facebook and as you can see above it was the third highest read page on the website for the past month.

Afternoon Tea – new menu launched with a buy one get one free offer and has been a huge success. Over 700 afternoon teas sold since mid-June when it launched. Offer ends this month so we will promote even more with images etc. to help maintain momentum after the BOGOF ends.

New golf packages – the reduced joining fee has now been launched and we are getting more interest from potential golfers.

Les Mills and Kettlebell classes launched and have been very popular. The gym are now looking at increasing the timetable of classes further. Also looking at new offers such as discount when you pay for two classes running consecutively.

The crèche will open longer hours as soon as we have recruited a suitable person to allow mums or dads to attend classes/coaching etc. in the afternoon as well as the morning as the crèche has been so limited with it only being open 9 – 11am until now.

Membership services – Sam / Lucy / the Gym are all now calling ALL new members within two weeks of their start date to ask how they are getting on etc. This is working well certainly from a juniors and gym point of view with increased sign up to coaching and personal training. The Gym introduced a new induction and are currently looking at ways to further increase personal training which due to promotion club wide via posters and email has increased by approx. 30% for each PT.

Maintenance

Next Projects

Fixed wiring checks to be initiated.

Mews Bar & Function Room Decorate.

PAT Testing.

Exterior painting continuing.

Entrance signage colour changed to match current club format.

Fit lockers in ladies gym change.

Turnstile installation 4th August.

Refurbish internal doors from reception to swim lobby.

Replace fire door gym corridor as this has been a reason for the alarms being triggered

Hi reach training for department.

Order batch mix and lime putty to repair capping and pointing around outdoor pool.

Refurbish patio area outside sports bar.

Works Completed

New front doors and refurbished internal doors fitted.

External decoration around studio and squash court 5 & 6

Entrance lobby decorated.

Swim lockers removed and made good.

New benches fitted in swim change rooms.

Lockers fitted in gent's gym and in operation.

Floor area prepared for Turnstile fitting.

Contractors Works Completed

New front doors manufactured.

Fire alarm tests Coomber security (All in order).

Car park white lining.

First fix electrics for turnstile.

Health and safety audit.

Turnstile flooring.

Maintenance Team

We have continued to have good weather, allowing us to move forward with the external decoration. Steve still anticipates a completion in September; we have had good positive feedback on the work already completed.

The tennis courts are still being maintained and continue to be in a satisfactory state of repair.

We have undergone a full health and safety audit with results being favourable; we now have a definitive platform to work off and continue to move forward with the health and safety committee meeting monthly.

The Sidona training was well attended by both Steve's housekeeping and maintenance departments and will continue to be a focus point in their behaviour.

Team briefings have been established and they have now had 2 meetings with the housekeeping department.

Security

4th and 5th August, the turnstile at the entrance to the swimming changing rooms will be installed. A pin code entry system will be installed to the tennis courts at the same time. This code will be changed daily by the reception staff as this can be controlled through Jonas.

The desk is being manned prior to this installation as and when staffing allows us to do so.

Other Matters

The General Manager had been approached by a company who would like to hire the both the flat and offices on the top floor. The Board was happy for the General Manager to continue with negotiations.

The General Manager had attended a swim forum which had been attended by four members. Various issues had been discussed amicably.

The Chairman of the Bridge Section had put forward a proposal to reduce the annual subscription for those members over a certain age e.g. 80 years. There had also been a suggestion of a pay and play policy. These suggestions would be looked at in more detail.

There had been a few instances when the Club intruder alarm had been activated for one reason or another (no intruder) and a complaint had been received from a member. Steps are being taken to rectify the problem.

<p>6. NEIGHBOURING DEVELOPMENTS Nothing to Report</p>	
<p>7. PRESIDENT'S REPORT The President referred to the declining numbers in the Bridge Section and suggested we look at ways of encouraging younger people to join the section.</p> <p>He said there was also a concern over the decline in numbers in other sections and members were asking would this mean a significant rise in subscriptions would be required in order to offset the falling numbers.</p> <p>He praised James for all his efforts on behalf of the Rackets Section and also Helen for her enthusiasm in the gym.</p> <p>Mr Weatherley also said that it was good to see that issues were being dealt with at Management level, negating the need to be brought up at Club Committee.</p> <p>Rules and Bye-Laws – these had now been updated and were available to members on the Website.</p>	
<p>8. ATTENDANCE AT CLUB COMMITTEE The Meeting on 4th August is a Quorum meeting and does not require the presence of a director.</p> <p>The meeting on 1st September would be attended by Paul Dukes</p>	PD
<p>9. ANY OTHER BUSINESS Geoff Pascoe said that two of his colleagues had been very impressed with the service at the Club, and in particular Holly who had been very attentive.</p> <p>Deborah Stevenson had enjoyed the Summer Ball and congratulated the team on all the hard work that had gone into make the evening such a success.</p> <p>Geoff Pascoe gave his apologies for the Directors v Committee match on 25th September and asked that one of his fellow directors take over the organisation.</p>	Directors
<p>10. DATE OF NEXT MEETING Wednesday 27th August at 5.30 pm</p> <p>Geoff Pascoe tendered his apologies for the rearranged meeting on 1st October</p>	

There being no further business to discuss the meeting finished at 7.00 pm

Chairman **Date**