

**MINUTES OF A BOARD MEETING HELD AT EXETER GOLF AND COUNTRY CLUB LIMITED,
WEAR HOUSE, COUNTESS WEAR, EXETER ON WEDNESDAY 25TH JUNE 2014 AT 5.30 PM**

Present: W Gannon (Chairman)
P Dukes (Vice Chairman)
JL Coombs (Finance Director)
AG Pascoe
C Harris-Deans
GM Goodison
Mrs D Stevenson

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

Responsibility

<p>1. APOLOGIES There were no apologies, all being present.</p>	
<p>2. MINUTES The Minutes of the meeting held on 28th May were confirmed by the Board and signed by the Chairman.</p>	
<p>3. MATTERS ARISING Paul Dukes asked for an update on security at the Club and the General Manager confirmed that plans are underway for a turn stile to be installed to control access to the pools, a pin code introduced for the tennis courts and improved CCTV around the Club. The lack of a Director at the Club Committee Meeting was discussed. It was agreed that this was unfortunate and every effort would be made to ensure this did not happen again.</p>	
<p>4. FINANCIAL MATTERS A meeting is scheduled to take place with the Auditors, Francis Clark, on 14th July in order to finalise the Directors Report and ancillary accounts to be signed off by the Board on 30th July. Profit & Loss Account for 2 months ended May 2014, Budgets 2014/15 and Forecasts 2014/15 had been circulated by the Financial Controller. It was hoped that the shortfall on those golfers who had not rejoined would be replaced by green fees. However this did not happen as green fees are down on budget and last year. Food and drink sales are £23k lower than budget and £16k lower than last year. Wages and salaries are on budget but do not counteract the reduction in food and bar sales.</p>	

The General Manager commented that the previous bad weather was a factor in the decreased sales, however this was now picking up. We have also changed our purchasing consultants. PSL a food procurement business is not looking after us as well as they did initially. SW Procurement and Ingredients have been contracted from July to find us the best suppliers for quality and price.

Updated forecast shows a £32,000 net profit for the year which does not give much wiggle room.

5. GENERAL MANAGER’S REPORT

Health & Safety

Accidents

8 incidents, 0 Riddor, 1 staff

Paul Dukes volunteered to be the Board Representative for the Health & Safety Audit to take place at the Club on 16th July.

PD

Marketing

Jenni Davies, Marketing & PR Manager, presented her Marketing Report to the Board at the beginning of the meeting
Marketing Spring / Summer 2014

Overview

It has been a positive six months of 2014 with many developments and more in the pipeline to increase efficiency, improve branding, improve service levels and increase overall revenue.

	Average per month 2013-14	Total 2013 - 2014	Average per month 2014-15	Total 2014 - 2015	+/-
Total Number of Club Members	N/A	5313	N/A	4612 (2013 YTD 4480 so increase of 3%)	
Total Subs Revenue	N/A	£1,877,726 (£1,851,194 budget)	N/A	£1,820,576 YTD (£1,926,000 yr end budget)	
Total Ancillary Spend	£43,843	£526,119	£52,506	£630,072 if mth av remains	+17%
Member Spend Per Head	£9.31	£111.78	£11.39	£136.68 if mth av remains	+19%
Number of Members Spending on cards	1837	1837	1997	1997	+8%
Average Spend per Spender	£23	£286	£26	£315	+9.3%

INCREASE NEW MEMBERS

Golf members overview: 610 (727 before 31st March 2014).

Last year we recruited 32 new golf members. We need to act quickly to rectify for this year.

Possible ways to improve:

1. Member referral scheme – current members get £50 on card when they refer a friend who joins golf
2. No golf joining fee for those who purchase course of lessons from Gary before joining
3. No club joining fee for those joining and paying golf joining fee
4. Specific advertising for golfers with new joining fee following Persimmon announcement, however would require an additional £3K budget to do this effectively

Fitness members overview: 247 did not renew / 2013 gained 217.

- Possibly increasing number of club members just paying for classes as they go rather than joining the Gym
- Analysis of class attendance against last year shows revenue increased from 2013 to 2014 in May, but decreased in April – reasons for this are popular instructor leaving Zumba. Changing patterns in class popularity e.g. spinning is up on last year but Pilates and Zumba are both down significantly
- Introduction of new Induction Plan starting 1st July which includes weight/BMI/goal analysis, programme planning and follow up plans every six weeks (also giving more opportunity to sell personal training)
- New Induction Plan and USPs introduced into membership tours to ensure we are selling the gym and not just ‘showing’ the gym
- New Les Mills high impact classes to attract younger, fitness orientated members and retain some we may have lost due to better class timetables elsewhere
- Banner on entrance to communicate the new fitness classes
- Regular ‘expert’ guidance stories by personal trainers once a fortnight
- Select fitness classes entered on thisissexeter and Exeter Daily events
- Increase interaction of gym and social media – eg if theres a space available on spinning that evening updating FB and Twitter to offer it out

Rackets Membership

- Lost 75 rackets members in 2013/14 and gained only 64
- Increased social media coverage of competitive rackets
- Introduced Wimbledon offer of free coaching for new rackets members and for current club members to try before they buy
- Working with James to find ways to make rackets more accessible as it is the least accessible of the sections

Club Membership

2014	April	May	June
Social	77	48	144
Golf	2	1	2
Rackets	0	8	1
Fitness	8	17	11

Budget YTD: 255

Actual YTD: 269

- Lost 1000 members in 2013 and gained 1235 new members.
- Need to continue to attract new members at rate of 85 a month to achieve budget
- Only way to increase member retention is improved experience
 - 1) Customer service training
 - 2) On job coaching by leaders
 - 3) Revised new member welcome to include follow up calls from Membership Team at 2 weeks after joining, 6 months after joining
 - 4) Section specific new member welcome and ongoing relationship building – new induction procedure
 - 5) Open Day – signed up 80 new members on one day alone. Recommend a similar for golf. The 80 new members from the open day included 9 Gym, 1 Rackets and 24 Juniors.
 - 6) Exeter Festival of South West Food and Drink – worked very well for us. We had two new members as a direct result but a database of over 300 people from this who entered competition to win membership. These have been contacted since. Also from a PR point of view it was highly beneficial aligning us with other top business in Exeter and promoting the club to over 1000 people of our target demographic who came through the VIP area. Michael Caines said the VIP area was the best it had ever been, with a real buzz. JD and CJ were on the VIP tasting table for the two final cook offs with Michael Caines, Hilary was on another on the Saturday and our chef David Mitchell participated in one against Michael on Friday.
 - 7) Membership Services – called 519 lapsed households following reminders and converted 63 of them to rejoin – this is part of a continued personalised member contact scheme
 - 8) New Member Welcome – includes new member welcome pack with general info re using the club, plus personalised info re the section they have joined.

MARKETING BUDGET

Marketing budget for 2014/15 is £59,900 / last year I had been told by Martin H that my budget was £70K, came in at £66K, however subsequently found out it was £54,950

Cost to recruit a member 2013/14: £66,000 divided by 1235 new members: £53.44 per member

2014/15 aim to reduce this to £52.94

This year to date £19,076 against £20,157

Annual Marketing Budget standard is 8%, which would be a budget of £152,218

Our Marketing Budget is 1.8% of revenue. Increasing this would lead to increased new members.

- Application form tours (where did you hear about us?)
- Website – 46%
- Been a guest – 10%
- Billboard – 3%
- Exeter Living – 1.5%
- E&E – 1.5%
- FB – 5%
- Google – 9%
- Other – 15%
- Previous Member – 9%

INCREASE MEMBER SPEND

Revenue Streams

Birthday vouchers – 14 redeemed since April

Bring a Friend for Free - 662 redeemed since April

Afternoon Tea buy one get one free launch offer: over 240 served with £1398 value in June. We are extending offer until end of July. Great feedback and has attracted lots of attention on social media.

Sunday Lunch: Qtr 1 2014 £3168 / Qtr 1 2013 £3972 – we are now re-promoting this via social media, member email and banners so expect this figure to improve again

Spa Days – launched in June – had 7 enquiries and 2 bookings in August and November worth over £1K

Elements Massage – 11 treatments a month / £89.63 profit (£388.50 in total)

Terrace Bar – over £2K in the first weekend

Sports Bar Qtr1 2014: £151370.5 / Qtr 1 2013 £141085.23 = increase of 7%

Holiday Club – 9% increase on last year (£15.5K last year in total)

Mini Squash – 208 coaching against 9 previous year

Creche – Creche is an area where we can expand and need to urgently. We need to achieve Ofsted to do this and are investigating this. If we expand the crèche we will also increase fitness class numbers and potentially rackets/gym.

Personal Training – 30 sessions 1st Qtr 2014 / 48 sessions 1st Qtr 2013 – looking at ways to increase this eg inductions and programmes are platform for selling these. We need to achieve balance as people have left David Lloyd due to persistent selling. New push on this this month with posters, email and social media promotion of 6 PT for price of 5.

Reception receiving training on selling these.

Squash Coaching – 400 less this year than last due to issues lack of coaches

Events

Father's Day - £1184 against £470 in 2013 = 151% increase

Steve Knightley – 180 tickets SOLD OUT

Summer Ball – 114 of 140 tickets sold with another 2 weeks to go

Promotions

Next Promotion starts 1st July: Join now for free club vouchers worth up to £100

- Banners at entrance, billboards, remarketing, social media, Exeter Living, Devon Life, Google adwords, SEO

WED magazine – ran two features on our weddings this year FOC

Exeter Life – ran double page feature on ladies golf

Express and Echo – published review of restaurant and club by food and leisure reporter

Facebook: 1712 likes (increase rate of 1.4% per week against competitors increase rate of 0.2% av. / one week average post reach is 9051 / 4354 check ins / 3,700 people engaged / conversion tracking between 20 and 50 a day to the contact us page

Twitter: 3114 followers

Pintrest and Google + building

Member email open rate 47% average (staff receive these too to improve communication)

Online marketing plan

- Increased content specific to sport/competition and coaches
- Videos to match content each month, possibly working with Harry Flower

Survey Monkey –

Monthly competition (to get more people reading emails) 106 entries

Exit Survey results: 49 responses

Highest main reason for leaving: value for money / financial / £30 on card

Length of membership: 0-3 years and 10 years

Facilities below expectations: Family Bar, General Club, Sports Bar, Indoor Pool

Busiest area: Indoor pool with 50% using more than 3x a week / Golf 1 – 2 a week

Join another club? 32.65% yes / 32.65% maybe / 36.73% no

7 – David Lloyd / 2 Woodbury / 2 Fitness First / 2 Riverside and Pyramids

Would you rejoin? 28.57% yes / 32.65% maybe / 36.75% no

Two things you would change – a list of 50 replies attached.

Chris Harris-Deans asked whether we know how many members are

topping up their swipe card after the initial £30 has been spent.
General Manager to investigate.

The optimum number of members per section is required in order that we can make plan to meet these targets. It was agreed that committees should be asked for their opinion on optimum numbers but ultimately the manager responsible for the section should be asked for their input. A working party to be formed if necessary.

Maintenance

Next Projects

- Fixed wiring checks to be initiated
- Mews Bar & Function Room decorate
- New front doors being manufactured internal doors refurbished
- PAT Testing
- Car Park white lining Wednesday 25th June
- Exterior painting continuing
- Swim changing locker removal and make good
- Install new benches to swim changing
- Install lockers into gym change
- Driveway signage post erected
- Entrance signage colour changed to match current club format

Works Completed

- Studio decorated
- Squash court 5 refurbished (in house)
- Pro Shop elevations windows painted
- Reception exterior painted
- New NO ENTRY / ONE WAY car park signs erected
- Main Kitchen extract filters fitted
- Full fire evacuation
- New signage posts erected

Contractors Works Completed

- New spot lights to outdoor pool fitted
- Replacement emergency lights fitted by Hindsite EX2
- Ex Jet unblocked drain in Wear Park
- Pathway lights reinstated

Maintenance Team

The weather at last is on our side so we have caught up with the tennis courts paying particular attention to the moss. The Hako machine is defiantly making a difference.

The gardens and lawns are being maintained and look excellent at the moment.

Painting the outside of the club is continuing and I foresee it all being completed by the end of September weather permitting.

We continue to work towards the Health and Safety audit in July clearing out store rooms of all rubbish.

Monthly team meetings have been reinstated, the first was held on Monday 23rd June at 1300 with all housekeeping staff attending.

CJ

CJ

<p>Other Matters</p> <p>Discussion took place with regard to Wedding parties being held at the Club. Some members were not happy that guests were able to roam outside by the putting greens. The General Manager said this generated valuable income but would monitor the situation.</p> <p>Paul Dukes commented on the improvements he had noticed on his return to the Club and congratulated the General Manager on his efforts.</p> <p>The Management and Staff had recently attended a Customer Service Training Course. This would be followed up with a few more sessions. Two representatives of Sidona had visited the Club to carry out mystery shopping on various occasions and this was used to highlight weaknesses during the course. A full report of the mystery shopper findings to be circulated to the Board</p>	
<p>6. NEIGHBOURING DEVELOPMENTS</p> <p>Nothing to report</p>	
<p>7. PRESIDENT'S REPORT</p> <p>The President had put a lot of work into updating the Club Rules which were now completed and had been circulated to the Board for their approval. Agreed.</p> <p>The updated Rules would be put on the Website but prior to this a notice would be displayed to advise members that the Rules had been amended. It was also felt that a flow chart explaining the responsibilities of the President and Captains/Chairpersons should be displayed. The President thanked John Coombs for his help in expediting the dealings with Michelmores.</p> <p>The President had attended various Committee Meetings throughout the month. The Squash Committee is struggling to find representatives and the General Manager will be discussing the situation with James Temple.</p> <p>The member who had spoken with the President and Chairman regarding his conduct in the Sports Bar had resigned from the Club.</p>	
<p>8. ATTENDANCE AT CLUB COMMITTEE</p> <p>Max Goodison would attend the Club Committee Meeting to be held on 7th July.</p>	MG
<p>9. ANY OTHER BUSINESS</p> <p>The Secretary confirmed that she would send on copies of Sports and Club Committee Minutes to the Board for their information.</p> <p>The Chairman asked that Directors tender apologies for meetings as soon as possible in order that meetings may be rearranged if</p>	IG Board

necessary.	
10. DATE OF NEXT MEETING Wednesday 30 th July at 5.30 pm Paul Dukes to Chair Meeting Apologies received from: Will Gannon, Chris Harris-Deans, Max Goodison, Deborah Stevenson	

There being no further business to discuss the meeting finished at 7.40 pm

Chairman **Date**