



# MANAGEMENT DEVELOPMENT PROGRAMME

## PART 1



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EDUCATION  
**INNOVATION**  
EXCELLENCE  
EXPERIENCE  
INTEGRITY



# MANAGEMENT DEVELOPMENT PROGRAMME

## COURSE DATES

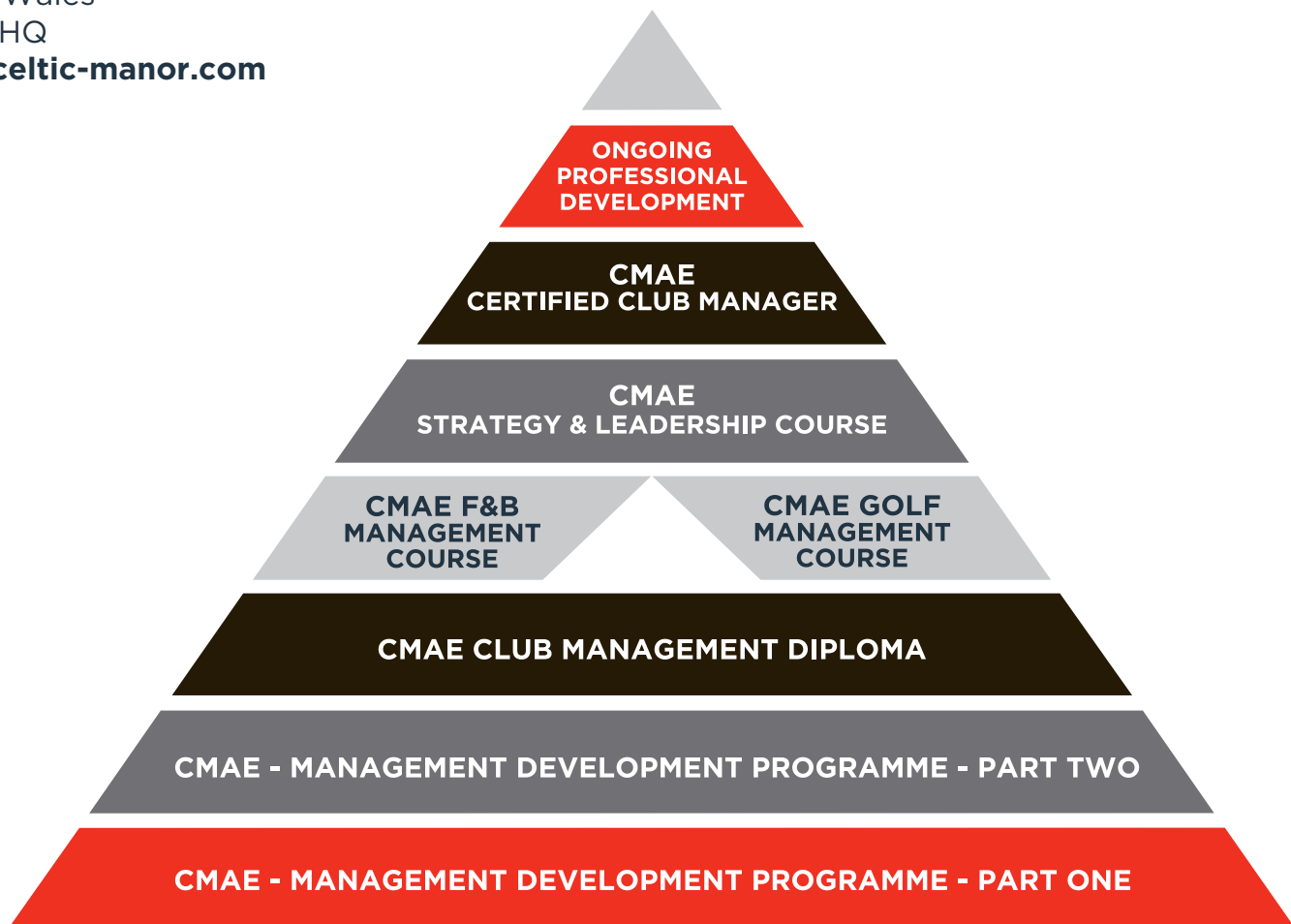
### Part 1

11 - 15 MARCH 2019

## VENUE

Celtic Manor Collection - Coldra Court Hotel  
Coldra Woods  
The Usk Valley  
Newport  
South Wales  
NP18 1HQ

[www.celtic-manor.com](http://www.celtic-manor.com)



These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:  
[www.cmaeurope.org/education/mdp](http://www.cmaeurope.org/education/mdp)



*Get to the top of your game...*

## OVERVIEW OF PARTS 1

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 into the industry with some strong skills sets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competency areas of the modern club manager:

- **CLUB GOVERNANCE**
- **ACCOUNTING & FINANCIAL MANAGEMENT**
- **STRATEGY & LEADERSHIP**
- **GOLF, SPORTS AND RECREATION MANAGEMENT**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**

### **PART 1**

Part 1 is a week long course targeted in particular towards those managers who are either new to a 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 club business, and will have established a valuable network of support for their career in this industry.



# PART 1

## 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 Certified Club Manager (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 Member 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 and beverage with achievable financial results.

### **INTRODUCTION TO CLUB ACCOUNTING AND BUDGETING**

Financial Management is the most common competency area to trip up a Club Manager. This session will begin to build your knowledge, credibility and most importantly confidence so that you are better prepared to handle financial statements such as the profit & loss, balance sheet and budgets.

### **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 to the many opportunities they have to impress a customer each year, and to remind members why they should renew their subscription for the following year.

### **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 do's and don'ts of effective delegation in a club.



### **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.



## VENUE

Celtic Manor Collection – Coldra Court Hotel  
 Coldra Woods  
 The Usk Valley  
 Newport  
 South Wales  
 NP18 1HQ  
 GPS post code is NP18 2LX  
 +44 (0)1633 413737

### [www.celtic-manor.com/hotels-lodges/coldra-court-hotel](http://www.celtic-manor.com/hotels-lodges/coldra-court-hotel)

Discover the spacious rooms and extensive facilities on offer at the Coldra Court Hotel, part of the Celtic Manor collection.

Located in the quiet suburb of Langstone, on the outskirts of the City of Newport, Coldra Court Hotel is an excellent base from which to explore the beautiful Usk Valley and surrounding areas.

As part of the Celtic Manor collection, guests at Coldra Court Hotel can enjoy world-class golf only minutes away, at the nearby Celtic Manor Resort. Horse racing at Chepstow is just a 20 minute drive away, as are rugby and football at Cardiff's Principality Stadium. Visitors can also take a short drive to the fantastic Newport Wetlands Reserve to enjoy the wildlife and fresh air.

Coldra Court Hotel is situated just a short drive from The Celtic Manor Resort, on the opposite side of the Coldra Roundabout.

Located in the suburb of Langstone on the outskirts of the City of Newport, Coldra Court is only 90 minutes from London Heathrow, 45 minutes from Cardiff Airport and Bristol Airport and 5 minutes from the Severn Bridge. We are also located close to intercity rail services at Newport, with direct trains to Cardiff, London Paddington, and Birmingham.



**MANAGEMENT  
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# TESTIMONIALS

“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.”

“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.”

“A one-stop shop that covers all areas of golf club management”

“Educational & Entertaining. A must for Club Managers of any age!”

“A great insight in to the breadth of skills required to be a club manager of the future.”

“Anybody not undertaking the course is at a clear disadvantage in the industry.”

“Fully recommend it, amazing, loads of information to think about and you can digest, think about it and put it into action”

“I learned more in one week than in 5 years of college”

“What a great week of information overload!”

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

“The future and possibly saviour of golf clubs in the UK and Ireland”

“To meet so many likeminded people who have the same desires and issues, with whom we can discuss and find the best way forward – superb!”

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

“What a week, the amount of information was just phenomenal! My head feels like it’s going to explode, so I’ll take the weekend to relax. Next week I’ll start looking at the information I’ve been given. I’m sure it will last for years and years to come and help me in my career.”

“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.”

“Thought provoking - if you are not doing this course, what are you doing?”



## PRESENTERS

The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers.

### PRESENTERS FOR MDP PART 1 IN WALES WILL INCLUDE:

Bill Sanderson	Business Consultant	www.thebusinessperformancecoach.co.uk
Darshan Singh	Business Consultant	darshan@mtiworldwide.com
Kevin Fish CCM	Contemporary Club Services	kevin@ccl.services
Torbjorn Johansson	CMAE	torbjorn.johansson@cmaeurope.eu
Steven Brown	InnFormation	herinn@aol.com
Duncan Ritchie FCA	Finance Consultant	ds_ritchie@hotmail.com

Presentations also from XACT, PGA, BIGGA.

*Presenters subject to availability*

## PRICES

Course	Dates	Full Rate	CMAE Members Rate
Part 1	11 - 15 MARCH 2019	£1450	£1300

\*The full rate is applicable to all non CMAE members and includes membership to 2018. NB No VAT is applicable.

## CANCELLATIONS & AMENDMENTS TO YOUR BOOKING

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE's discretion.

CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE	REFUND APPLICABLE
29 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 15 and 28 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 1 and 14 calendar days (inclusive)	No refund will be given
Failure to attend	Treated as late cancellation and no refund given

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.



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# BOOKING FORM

## MANAGEMENT DEVELOPMENT PROGRAMME



**NAME:** (BLOCK CAPITALS PLEASE)

**CLUB:** (BLOCK CAPITALS PLEASE)

**POSITION AT CLUB:**

**CONTACT TEL:**

**E-MAIL:**

**CMAE MEMBERSHIP No:**

**I WOULD LIKE TO BOOK:**

- PART 1 - MANAGEMENT DEVELOPMENT PROGRAMME**  
11 - 15 MARCH 2019

**PLEASE SELECT RELEVANT PRICE OPTION:**

- FULL RATE £1450**  
INCLUDES COURSE, CMAE MEMBERSHIP, ACCOMMODATION

- CMAE MEMBER RATE £1300**  
INCLUDES COURSE & ACCOMMODATION

- SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £90**  
PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE SUNDAY NIGHT

**PAYMENT METHOD:**  **CHEQUE**  **BACS**  **INVOICE TO CLUB**

### **PAYING BY CHEQUE**

PLEASE MAKE PAYABLE TO **CMAE**

### **PAYING BY BACS**

**ACCOUNT NAME:** CMAE

**SORT CODE:** 60-08-15 **ACCOUNT NO:** 59190000

**BIC:** NWBKGB2L **IBAN:** GB81NWBK60081559190000

**REFERENCE:** PLEASE USE 'MDP-YOUR FIRST INITIAL-LAST NAME'

### **PAYING BY INVOICE**

PLEASE SELECT THIS OPTION IF YOUR CLUB IS PAYING AND REQUIRES AN INVOICE.

### **CREDIT/DEBIT CARD PAYMENTS**

PHONE KAREN ON 02476 414 999 EXT. 211 TO SUPPLY THE CARD DETAILS

**Bookings are not guaranteed until payment is received in full.**  
**Please read the information on cancellations and amendments on page 10.**

**TO BOOK, PLEASE RETURN FORMS & ANY CHEQUE PAYMENTS TO:**

Debbie Goddard  
Association Manager - CMAE  
Office 8, Rural Innovation Centre Avenue H  
Stoneleigh Park  
Warwickshire CV8 2LG  
Tel: +44 (0) 2476 692359  
Email: [debbie.goddard@cmaeurope.eu](mailto:debbie.goddard@cmaeurope.eu)

## BENEFITS OF CMAE MEMBERSHIP

### **Eligibility to gain the Club Management Diploma and coveted Certified Club Manager (CCM) designation**

Only CMAE members can apply to sit the Club Management Diploma and CCM exams, and in doing so, join the elite group of club managers from all over the world that have demonstrated a detailed and in-depth knowledge of their chosen profession.

### **Access to education opportunities**

The CMAE, together with our regions and affiliate partners across Europe regularly stage one and two-day educational events, from workshops and seminars to conferences. CMAE members will enjoy being welcomed at any of these events, giving access to an unrivalled network of educational opportunities.

### **Biannual conferences**

CMAE organises a biannual conference for its European members to compliment the annual CMAA World Conference. In 2016 our Annual Conference will be held in London in conjunction with CMAA's BMI International event. In addition, CMAE members who are MDP delegates gain complimentary registration to the CMAA World Conference which represents a saving of \$950!

### **The Global network of club managers**

Membership of CMAE gives you the chance to meet and build relationships with colleagues doing the same jobs at clubs all over Europe, and also in the USA, Canada, South Africa, Australia, China and other regions of the world. These relationships can be, not only personally beneficial, but also for members of your club. You can help them perhaps visit and experience some of the great clubs of the world, and this will assist you, as their club manager, to establish yourself as the professional club manager and the source of expertise and knowledge in your field.

### **Members' zone on CMAE website**

Our members' zone on our website allows members to track their education credits as well as using it as an educational resource to access a host of 'best practice' articles, white papers and benchmarking articles on club operational procedures. industry matters.

### **Online Business Networking and Support**

We invite all CMAE members to participate in our business networking group in LinkedIn – exclusively for CMAE members. This group will enable you to share thoughts and ideas with other CMAE members, ask for help and support or start discussions and debates on issues of the day.

### **CMAE e-newsletter**

All CMAE members receive ClubNetworker, our monthly e-newsletter which is packed full of information and news about the activities of the CMAE, regions and affiliate partners, industry news and jobs, events diary and much more.

### **Clubhouse Europe Magazine**

CMAE members receive a free hard copy of our quarterly magazine, Clubhouse Europe which has the latest industry updates and advice.

### **Career opportunities service**

With the help of our partners CMAE provides members with access to job opportunities, careers advice and most recently, the ability to advertise for staff free of charge on the web.

### **Access to other clubs**

Perhaps one of the most undervalued benefit is that, as a CMAE member, you will be welcomed at the vast majority of clubs around the world.

*Get to the top of your game...*