

# MANAGEMENT DEVELOPMENT PROGRAMME



## PART ONE - CLUB OPERATIONS

14-18 FEBRUARY 2022



## COURSE DATES

### PART ONE

14-18 February 2022

## VENUE

Stirling Court Hotel  
University of Stirling  
Stirling, FK9 4LA

## MANAGEMENT DEVELOPMENT PROGRAMME



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)



# OVERVIEW OF PART ONE

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, FINANCE AND DATA ANALYTICS**
- **STRATEGY & LEADERSHIP**
- **GOLF, SPORTS, RECREATION AND WELLNESS**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**
- **INFORMATION TECHNOLOGY**

## 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.



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### **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 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.

### **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 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 IN 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.

### **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 & 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.





# STIRLING COURT HOTEL

**Stirling Court Hotel**  
**University of Stirling**  
**Stirling, FK9 4LA**

Stirling Court Hotel is one of only two venues in Scotland awarded the highly coveted Conference Centre of Excellence award. The hotel, 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.

Situated in 330 acres of beautiful grounds within the University of Stirling, this unique Scottish hotel offers guests the opportunity to unwind, relax and enjoy all of the fantastic benefits of an award-winning campus.

Add to this the stunning views of the Ochil Hills, 15 miles of walking and cycling routes, access to Olympic standard pool and sporting facilities, a cinema and arts centre, and your choice of cafes, restaurants and bars and you will see why Stirling Court Hotel has established itself as a first-choice destination in central Scotland.



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# TESTIMONIALS

"MDP Part 1 is set out in a way in which delegates can interact with one and other sharing ideas and experiences which are usually applicable to your specific club. The speakers CMAE use are fantastic with vast amounts of knowledge in their specific sector. Over the course of the week I learned many great take home points and made friends for life, whom I will be continuing my development pathway with in the future. I cannot recommend this highly enough." - **Dale Corrin, Assistant Manager, Stanton on the Wolds Golf Club**

"I didn't really know what to expect when embarking on MDP1, but what I can say is that it blew my mind. The content was fantastic, the speakers and educators where the best in their field and provided me with a real desire to go back to my club and make a difference. Sharing experiences with other managers was the best part. To share real life experiences and build a network of like-minded people was really uplifting and it has started to change the way that I approach my own job, for the better. A week I'll never forget, can't wait for MDP 2! - **Aaron Bullock, Corporate Manager, Remedy Oak Golf Club**

"The CMAE program is an eye opening experience, the breadth of information and the quality of presenters are second to none. The courses are must for any club manager looking to expand their knowledge". - **James Brockington, Golf Operations Manager, Henley Golf Club**

"MDP1 was a fantastic experience, learning and networking with a great bunch of like-minded professionals all looking to enhance career and professional development. All of the speakers were very passionate and gave a great insight into all aspects of club management. A full-on week of learning, which increased my knowledge and has given me invaluable connections for my future within the Golf industry. I would definitely recommend to any manager looking to further their career" - **Richard Johnstone, Course Manager, Nairn Dunbar Golf Links**



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# 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.

Bill Sanderson	Business Consultant	bill@thebusinessperformancecoach.com
Steven Brown	InnFormation	herinn@aol.com
Jules Murray	Educator, Coach & Speaker	jules@spideronthewall.com
Kevin Fish CCM	Industry Professional	kevin@ccl.services
Torbjorn Johansson	CMAE	torbjorn.johansson@cmaeurope.org
Darshan Singh	MTI Consulting	darshan@mtiworldwide.com

*Presenters subject to availability*

# PRICE

Course	Dates	Full Rate	CMAE Rate
MDP1	14-18 February 2022	£1,780	£1,600

## CANCELLATIONS AND AMENDMENTS TO BOOKINGS

- 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

29 calendar days or more

Between 15 and 28 calendar days (inclusive)

Between 1 and 14 calendar days (inclusive)

Failure to attend

### REFUND APPLICABLE

Full refund minus a £30 plus VAT administration fee

50% refund minus a £30 plus VAT administration fee

No refund will be given

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.



# BOOKING FORM

## MANAGEMENT DEVELOPMENT PROGRAMME

**NAME:** (block capitals please)

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**CLUB:** (block capitals please)

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**POSITION AT CLUB:**

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**PHONE NUMBER FOR WHATSAPP:**

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**E-MAIL:**

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**CMAE MEMBERSHIP NO:**

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**POSTAL ADDRESS:**

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**PLEASE SELECT ONE OF THE FOLLOWING OPTIONS**

☐

**MANAGEMENT DEVELOPMENT PROGRAMME - PART 1**

14-18 February 2022

**PLEASE SELECT RELEVANT PRICE OPTION:**

☐

**FULL RATE £1,780**

Includes course, accommodation, CMAE membership, VAT & all course materials

☐

**CMAE RATE £1,600**

Includes course, accommodation & all course materials

☐

**SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £65**

Please tick this if you require accommodation on the Sunday night

**PLEASE SELECT PAYMENT METHOD:**

☐

**BANK TRANSFER**

☐

**CREDIT / DEBIT CARD**

**Bookings are not guaranteed until payment is received in full.**

**Please read the information on cancellations and amendments on previous page.**

**PLEASE RETURN BOOKING FORMS TO:**

office@cmaeurope.org

# RULES OF ATTENDANCE

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When attending a Management Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

## **Expected circumstances**

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

## **Unexpected circumstances**

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

## **Leaving early / Arriving late**

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

## **Consequences of not attending**

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.

# CMAE CORONAVIRUS (COVID) POLICY

## General infection control rules:

- Avoid physical contact
- Keep 2 metres apart where possible
- Wear a face cover when standing up or moving around
- Avoid altering classroom layout
- Wash your hands for at least 20 seconds after using the toilet, before / after eating, and if you cough/sneeze into your hands. You can also use the sanitisers which are available for use at every table
- Cough/sneeze into your sleeve, preferably into your elbow. If you use a tissue, discard it properly and clean/sanitize your hands immediately.
- Open the windows regularly to ensure open ventilation.
- Avoid touching your face, particularly eyes, nose, and mouth with your hands to prevent from getting infected.
- If you find yourself coughing/sneezing on a regular basis, avoid close physical contact with others, take extra precautionary measures (such as requesting sick leave), and book a PCR test asap.
- Be mindful of others

## Travelling/commuting measures:

- Delegates are encouraged, where possible, to use their private vehicles to travel to the events. When this is not possible, please follow all public health guidelines with regards to travelling on public transport and also follow the General infection control rules as set out above
- Ensure you are compliant with all quarantine requirements following international travel
- Where sharing a car, we recommend the following:
  - Occupants should wear face covers
  - Occupants should not sit side-by-side
  - Windows should be slightly opened
- If you normally commute to the office by public transportation and do not have other alternatives, we kindly recommend you to – if possible - to work from home as a precaution the week before the course.
- If you are planning to travel voluntarily to a high-risk country with increased COVID-19 cases close to the course, we kindly ask you to work from home as many days as possible before the CMAE course.

Any failure to comply with this policy may result in you being asked to leave the course.