

New Operating Structure – PHGC – September 2017

Since the management re-structure earlier this year we have been working hard to understand exactly what is needed within the Club organisation to deliver a service that suits the requirements of both members and the business, at a cost we can afford, utilising the personnel we have.

After looking into every aspect of the daily/weekly/monthly activities I am pleased to attach a new organisation chart and supporting notes.

As a background, there are two primary areas of focus:

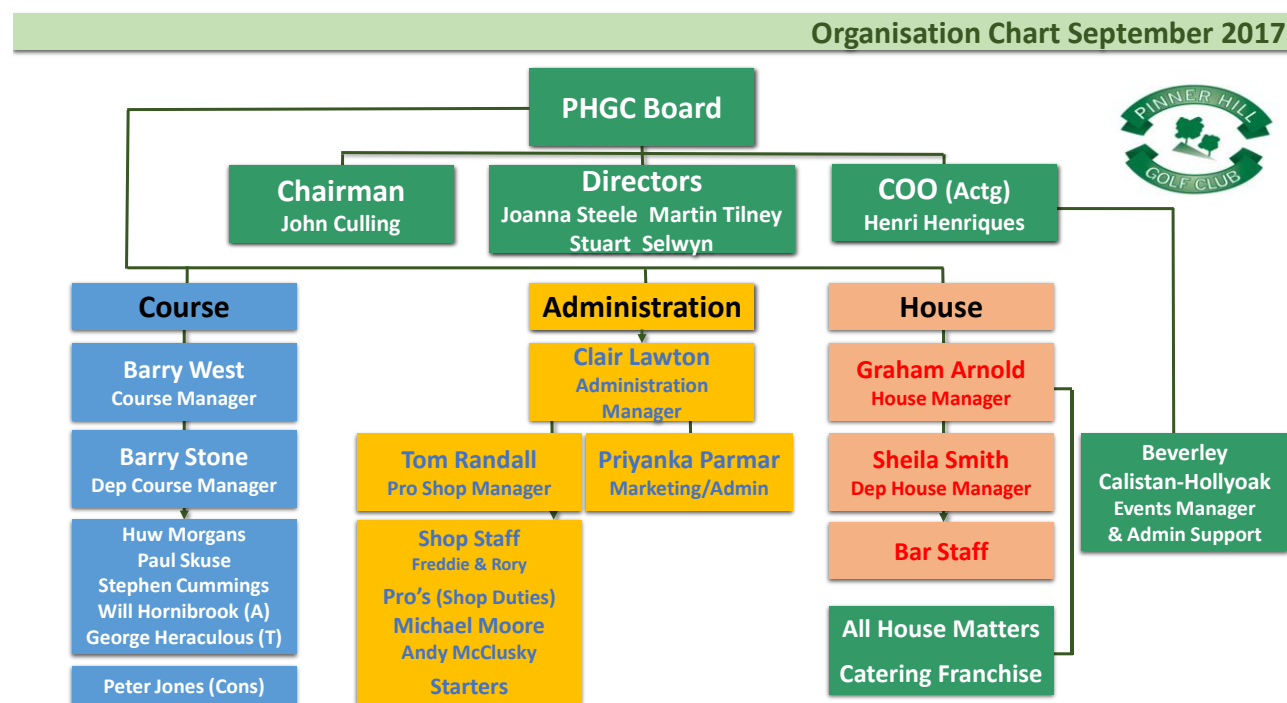
- Members needs and golfing activities
- The business and external income generation

What should members reasonably expect at Pinner Hill?

- An excellent golf course
- Fair and competitive membership fee
- Competitions/matches/roll-ups – Club and Sections, well advertised and managed
- Hot showers
- Cold beer and something to eat
- Social activity/functions etc
- Understanding where to go for help with a query

So are these available at Pinner Hill? We believe they are and from what members and guests are saying our Course is improving all the time and its condition is the best for many years!

Organisation Chart



Notes

- The Board is ultimately responsible for what happens within the business
- Any Director can be called on to assist but currently HH/JC providing leadership
- Removing a level of management has given a flatter reporting structure
- This has provided improved communication, quicker decision making and wider staff engagement

The Club functions via three distinct operating divisions

- Course and House are self-explanatory
- Administration provides a horizontal service across the divisions, to the membership and to the business
- The heads of each division report directly to the Board
- Management of teams within the divisions is provided by the unit heads
- Working practises and performance are constantly reviewed and regular team briefings held

Members need access to the Club Administration Office to:

- Pay subscriptions, request new bar card/bag tag, submit a course comment form, book and event, book a match meal, request a handicap certificate, update personal details etc. Many of these will be able to be done directly through the new website which is due to go live next Monday
- Others can be done via email or a phone call and where a personal visit is needed it will be professionally handled during opening hours. These will be shortened to enable staff to focus quietly on the areas of their work which they enjoy doing and we are paying them for, which include:
- Managing the business, marketing the club/social media, generating external income, assisting new members, sorting 'stuff' that happens in a business, for which they need quiet to concentrate without being disturbed
- Opening Hours for members from **Monday 11th September** will therefore be as follows:

Monday	14:00 to 16:00
Tuesday	12:00 to 16:00
Wednesday	12:00 to 16:00
Thursday	09:00 to 11:00 & 14:00 to 16:00
Friday	09:00 to 16:00

What are the main differences to the membership?

- Hopefully a more efficient service will be provided and I'm sure if it isn't we will soon be informed!
- Where enquiries are made via a phone message, email or web-site download – we will endeavour to have a response and/or solution by the end of the next working day

Can members assist further?

There are many skills within our membership: builders, decorators, carpenters, electricians, plumbers, accountants, IT and marketing folks, mechanics et al and we are asking – ***'Can you spare the occasional half a day to help the Club?'*** Those without a specific trade could possibly give a couple of hours now and then to make up a working party to do whatever is needed – e.g. leaf clearing, repairing divots, general tidying up. If you feel you can then please let us know!

As I have said before, if we seek to improve we have to make changes and try different things, because if we continue to do the same things we will always get the same results. As such change will be ongoing but hopefully these outlined above will be embraced positively by the membership and deliver the desired benefits.

If members have any immediate queries then please let us know.

Best regards

John Culling
Chairman

8th September 2017