Fellow members.

Since the AGM and the appointment of the current Board, we have been working on a forward financial planning approach that takes account not only of the coming five years but also beyond. This is necessary for a number of reasons mostly to do with the future sustainability of the Club, but also in relation to expenditure on the Course, the Clubhouse and all its facilities and capabilities within it as they age. This planning is to ensure that priorities for expenditure are identified across the whole Club. In carrying out this planning, condition surveys have been conducted on all Club assets and risk assessments carried out to establish sensible priorities for replacement or refurbishment and the putting in place of maintenance contracts. This work covers everything from carpets and curtains and kitchen equipment, lighting, decoration to course maintenance equipment.

The following items identify our plans and actions around the Clubhouse, its contents and fabric, the office and the bar and restaurant

Men's showers and toilets

The Board recognises that the men's showers and toilets are in dire need of refurbishment after 20 years of heavy use. Options and quotations are in hand and cost and quality will decide the pace and implementation.

Till system

Our tills operate on ClubV1 software that is now out of date and cannot incorporate food ordering over the bar, which is a source of irritation to many members. Those of you who have been in the Bar in the last few days will have seen that the system is in the process of change, incorporating the latest ClubV1 software.

We are returning to a unified till system for food and drink, and the separate food till operated by Metcalfe Catering will disappear as it cannot be integrated with the software. All food and drink will be ordered over the bar whether by cash or bar card, and contactless payment will be enabled. (Please note that food and drink are separate sections on your bar card and will need to be topped up accordingly).

We believe this upgrade will not only assist the office, bar and catering staff to enhance their service levels, it will also provide regular reports to aide better understanding of clubhouse optimisation and usage. These reports will provide the opportunity for both bar and catering to discuss fact-based data. Currently the new system is in test mode to iron out any issues, and will go live on Wednesday $5^{\rm th}$ June 2019.

Office

The IT setup in the office is outdated and now presents a significant risk to our operation should it fail. It will shortly be replaced with a modern system and replacement computers. The Broadband provision is being reviewed to try to improve the service to the Office (and Pro Shop) and to members who use the public access.

Restaurant

The unplanned but necessary replacement of kitchen equipment has restricted plans in the past few years (men's showers and toilets) and the forward planning should minimise "surprises" going forward.

The catering overheads are significant in the club's finances. Whilst it is a benefit to members and their families and friends, the Board has determined that visitors who use the catering service provided by our partners Metcalfe Catering do not contribute sufficiently to the cost of providing and running our restaurant and its kitchen. Effectively, members are subsidising visitors who make no contribution to the catering overhead (Dining room furniture, carpets, kitchen equipment, utilities, décor, toilets etc).

To improve this situation and to more clearly apply Members' Club law as set out in our Club Rules and Articles, the Board has agreed the following:

Visitors who do not fall into the Friends and Families category and who are in a group of 15 or over will be required to take out Temporary membership which will cost £4.00 in the first instance.

Details of the booking process incorporating this change will follow shortly. Members must give careful consideration as to whether they are inviting true personal friends or those who are known to them solely through another association or society. The latter will be required to take out temporary memberships in order to purchase drinks from the bar. The fee will contribute to the reduction of the subsidy currently provided by the membership.

Bar

We have raised the non-member bar prices, which increases the members' discount from 20% to 25%

Following a successful nine months as Club Steward, Steven Abercrombie – Jones has taken on increased responsibilities including day-to-day management of the clubhouse budget, oversight of the condition and maintenance of the clubhouse and all contracts. Steven will continue to work closely with our caterers. Sharon and Mike, to further improve the quality of service for our members.

Allan Davies
Director and Chair of House

Date 28 May 2019