

CLUBS AND THEIR MANAGEMENT

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Clubs and their management by Francis W. Pixley

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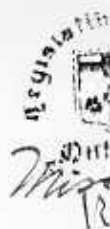
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FRANCIS W. PIXLEY

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BY
FRANCIS W. PIXLEY



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PREFACE

THE great increase in Club expenditure, both compulsory and voluntary, in the last few years, has made it apparent that more attention must be paid to Club management generally, not only by their Committees but also by their principal officials. Unfortunately however, there is no school where the duties of those who are entrusted with the management of Clubs can be acquired.

With the exception of the Secretary, and in some instances the Steward, the heads of the various departments as a rule rise, through merit, from the lowest rung of the ladder in Club service ; but however observant they may have been in each situation they have held, they frequently fail when promoted to the management of a department through the branches of which they have risen step by step.

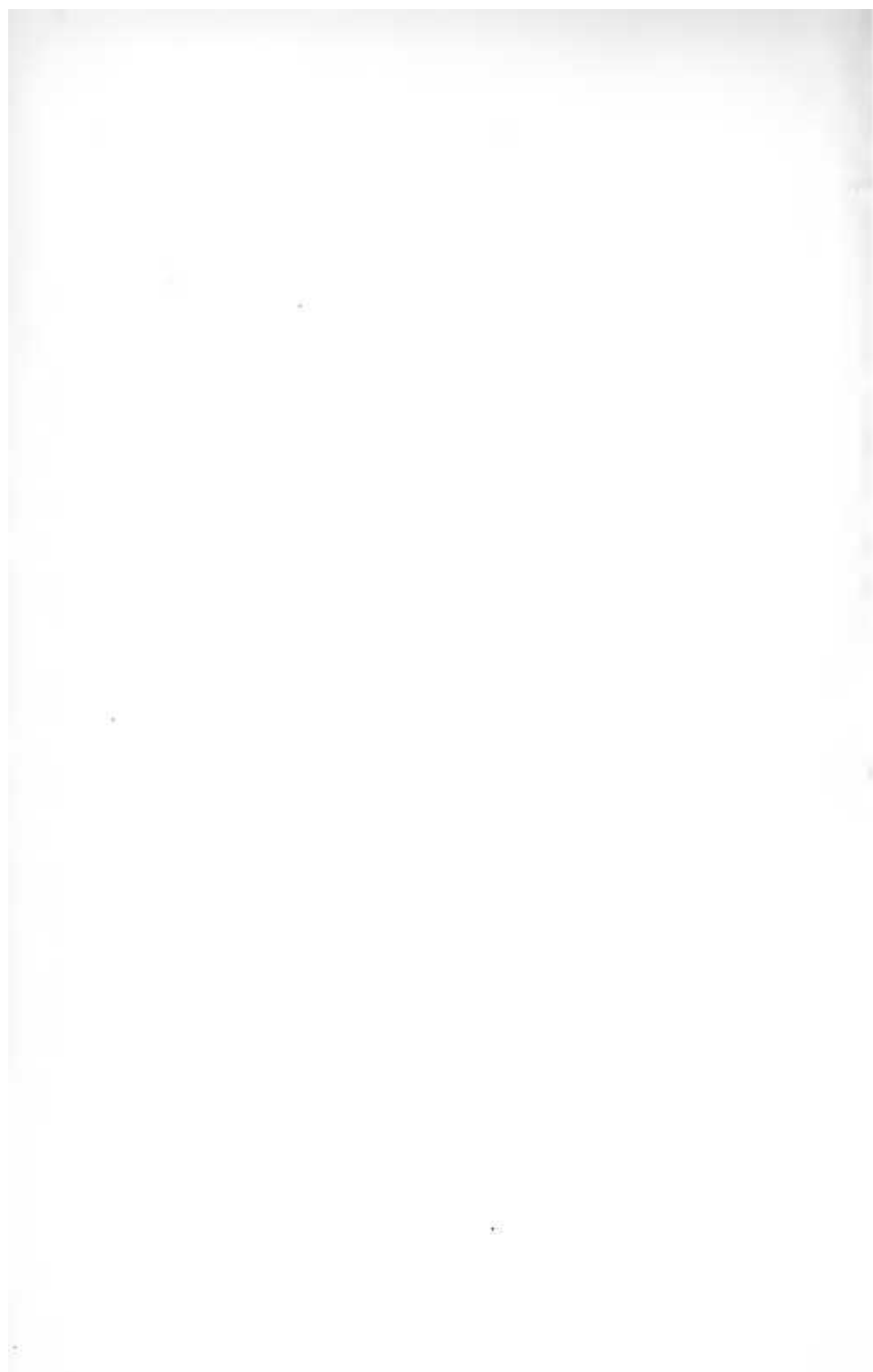
The object of the Author is to afford his readers the benefit of his twelve years' experience as a member of the Committee of one of the leading London Clubs. He trusts that it will prove useful to those who are on the Committee or governing body of their Club, to those who have special charge of the different departments into which a Club, for management purposes, may be divided, and also to those members of Clubs who take an interest in their management and welfare.

F. W. P.

LONDON,
May, 1914.

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CLUBS AND THEIR MANAGEMENT

CHAPTER I

INTRODUCTORY

CLUBS of every description, from the palaces of Pall Mall and its neighbourhood, to those located in houses or flats in London or in provincial towns, come under either the one or the other of two classes known as Members' Clubs and Proprietary Clubs.

As its name implies, a Members' Club is one entirely under the control of its members, who own all its property whether the Club is domiciled in a freehold or leasehold house or only in rooms. The leading London and provincial Clubs mostly come under this category. A Club is termed a Proprietary Club when practically all the property is owned by an individual, a firm or a registered company, such proprietor or proprietors being entirely responsible for its finances, the members not being under any pecuniary liability beyond that of paying their entrance fees and periodical subscriptions. In the case of a Members' Club the members are morally, and under some circumstances, legally responsible for all liabilities, although as a rule, only the Committee of a Members' Club is liable in law for the payment of its debts.

It is a somewhat curious fact that until comparatively recently the oldest established of the recognised leading Clubs of London, as well as the majority of what may be described as second-rate ones, were Proprietary Clubs, while the majority of the principal Clubs established

in London early in the last century, which are housed in the most palatial buildings in Clubland and whose future rests on the most solid financial basis, have been Members' Clubs from their formation.

The term "Club" is frequently applied to a body of persons who meet periodically for special purposes, such as for the discussion of literary, archaeological, or other subjects, or for furthering the interest of some particular sport, or for dining. Associations of this description bearing the title "Club" are more of the nature of Societies, and unless they possess a house which the members are entitled to use daily, do not belong to the category of Clubs whose management is referred to in these pages.

The origin of Clubs and their gradual development from the public Coffee Houses of Queen Anne's time to the exclusive establishments of the present day, form one of the most interesting portions of the social history of England. The subject has, however, been so fully dealt with in works exclusively dedicated to Club life and referred to in so many memoirs of interesting and historical personages, that it is unnecessary to dwell upon it in this work, though the temptation to deal with this fascinating subject is very great.

Although the object with which every Club has been originally formed is the bringing together of persons who have some common interest, whether literary, political, sporting or social, yet those who join Clubs do so frequently from very different motives from those attributed to membership of the Club to which they are elected. Some who have no particular interest in sport join Clubs whose rules declare it to have been established only for the purpose of encouraging racing or card-playing, to say nothing of those who may join local Cricket or Golf Clubs, while not taking any special interest in either of these games. The members of many Clubs which have been established on a strictly political basis have become so lukewarm that those belonging to the opposite party in