A GOVERNANCE & STRATEGY GUIDE FOR GOLF CLUBS
Foreword

Golf Clubs in Ireland have faced a number of challenges in recent years as a result of the economic environment in which they have been operating. This guide has been developed by Deloitte and the Confederation of Golf in Ireland as a key document to support the future direction of golf Clubs in Ireland. It has been developed with the needs of both smaller and larger golf Clubs in mind.

Highlights from the eight sections of the guide are:

1. The basics of good Corporate Governance highlights the focus and key issues to be addressed by Corporate Governance and sets out the key duties of the officers of the Club.

2. The guide provides an examination of an optimum organisation structure for the successful running of the Club. Organisation structures will differ depending on the size of the Club. It is imperative that Clubs set out the organisation structure of the Club clearly and ensure all parties have clearly defined and understood roles and responsibilities.

3. All Clubs should have a well thought out and documented strategic plan over a three to five year time horizon. Clubs that have a focus on strategic planning will be well set up to deliver on the agreed goals of the Club as the plan provides a focus and a framework within which to deliver the plan.

4. Structure and duties of the Management Committee is a practical section that outlines the operational procedures of a good Management Committee together with the ingredients for effective meetings to support and enable the Clubs officers to implement plans and strategies.

5. Sustainability needs to be a key focus area for Clubs going forward. The guide provides a practical approach to review and improve financial sustainability. Strategies for communicating with members should be developed and implemented to ensure smooth integration into the Club.

6. As with any business, golf Clubs have a number of compliance related duties to be satisfied. This guide seeks to identify those that are relevant to golf Clubs. Golf Clubs should be encouraged to seek professional advice in case of any compliance issues.

7. The final section of the guide is risk management. Golf Clubs face a number of risks across areas such as finance, reputation, environmental to name a few. The guide seeks to provide a framework for Clubs to identify, track and manage risks effectively.

8. A section on officer do’s and don’ts has also been included.

The Confederation of Golf in Ireland is an organisation, created by the GUI, ILGU and the PGA to help advance the sport of golf on the island of Ireland, for the future. The CGI complements the work of the associations as well as providing a necessary combined approach to certain key strategic areas in the future development of golf in Ireland. A development plan has been created which sets out the environment within which the CGI has come into being, the existing challenges and opportunities which the Confederation seeks to meet, and the ways in which the Confederation will go about meeting those challenges. It aims to encourage Irish Golf Clubs to engage with the CGI in a way that is mutually beneficial by growing the game and safeguarding the future of the sport.

Golf Clubs in Ireland are comprised of a diverse range of structures and sizes, so the relevance of different sections of this guide will vary accordingly. Individual committees and memberships should take it upon themselves to explore, interpret and use the content in ways which add value for their Clubs. In addition to providing copies of the guide to all Clubs, the report is accessible on the CGI website www.cgigolf.org.

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CONTENTS

Glossary of Terms 6

1 Basics of Good Corporate Governance 8

2 Organisational Structure 10

2.1 The Typical Structure 11
2.2 An Alternative Structure 13
2.3 Terms of Reference 13
2.4 The Role of Management Committee 13
2.5 The Role of the Chair 14
2.6 The Role of the Captains 15
2.7 The Role of General Manager 15
2.8 Reporting lines 15
2.9 The Role of Treasurer 15
2.10 Role of the Honorary Secretary 16
2.11 The Role of Trustees 16
2.12 The Role of President 16

3 Strategic Planning 18

3.1 What is strategic planning? 19
3.2 Role of the Management Committee 20
3.3 Benefits of planning 21

4 The Management Committee 22

4.1 Balance and Selection 24
4.2 Induction and Training 24
4.3 Roles and Responsibilities of the Management Committee 25
4.4 Sub-Committees and workspace groups 24
4.5 Conduct 25
4.6 Effective meetings 25
4.7 The Role of the Chair 26

4.8 The Role of the Honorary Secretary 26
4.9 The Role of the Treasurer 26
4.10 Rotation and Succession 28
4.11 Monitoring and Evaluation 28

5 Sustainability 30

5.1 Practical steps to improve financial sustainability 31
5.2 Ten-point sustainability checklist 33
5.3 Member Induction 34
5.4 Member Communications 36

6 Compliance 38

6.1 Legal, the Constitution, bye-laws, licences and contracts 39
6.2 Safety, Health and Welfare 40
6.3 Children and Vulnerable Groups 40
6.4 Data Protection 41
6.5 Food Hygiene 42
6.6 Environmental 42
6.7 Employment Law 42

7 Risk Management 44

7.1 Review process 45
7.2 Review Outcomes 46
7.3 Review Identification 46
7.4 Review Priority 46

8 Officer Do’s and Don’ts 48

Appendix - Useful Links, Templates and Further Reading 52
GLOSSARY OF TERMS
<table>
<thead>
<tr>
<th>TERM</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>Where a Club is an incorporated entity the Board of Directors are those Officers who are appointed by the members to manage and control the day to day activities of the Club. This term will replace Management Committee for incorporated entities.</td>
</tr>
<tr>
<td>Management Committee</td>
<td>The Management Committee relates to un-incorporated entities and is an elected group of people responsible for governance within the Club, and who make decisions on how the Club is run.</td>
</tr>
<tr>
<td>Club Member</td>
<td>Many Clubs have different categories of members and these are set out in the Club constitution. Some categories of membership may have restrictions on access to facilities, playing or voting rights.</td>
</tr>
<tr>
<td>Ladies’ Club</td>
<td>The Ladies’ Club comprises of all paid up lady members regardless of membership category. Members with voting rights can propose, nominate and vote at the ladies’ Club and management committee AGMs. The committee is responsible for the administration of Ladies’ golf in accordance with the Articles, Bye-Laws and Regulations of the ILGU.</td>
</tr>
<tr>
<td>Ladies’ Club Committee</td>
<td>The Ladies’ Club committee is appointed by the voting members of the ladies’ Club at its AGM. The committee is responsible for the day to day running of the ladies’ Club, fixtures, competitions, handicaps etc.</td>
</tr>
<tr>
<td>Men’s Club</td>
<td>The Men’s Club comprises of all paid up male members regardless of membership category. Members with voting rights can propose, nominate and vote at its Club and management committee AGMs. The committee is responsible for the administration of male golf in accordance with the Constitution and Bye-Laws of the GUI.</td>
</tr>
<tr>
<td>Men’s Club Committee</td>
<td>The Men’s Club committee is appointed by the voting members of the men’s Club at its AGM. The committee is responsible for the day to day running of the men’s Club, fixtures, competitions, handicaps etc.</td>
</tr>
<tr>
<td>Joint Club</td>
<td>The Ladies’ and Men’s Clubs combined are the Joint Club for the purpose of managing matters of common interest (other than the game of golf and its related activities) of both the Men’s Club and the Ladies’ Club – including the provision and maintenance of the facilities.</td>
</tr>
<tr>
<td>Nominations Committee</td>
<td>A committee formed from the membership of the Club for the purpose of identifying potential candidates for various positions within the Club.</td>
</tr>
<tr>
<td>General Manager</td>
<td>The individual appointed to manage the Golf Club including golf operations, golf course maintenance, Club house administration, food and beverage operation and other recreational activities at the Club.</td>
</tr>
<tr>
<td>Constitution</td>
<td>A set of fundamental laws or principles according to which a Club is governed, including the rights and duties of its officers and members, and the operating structures.</td>
</tr>
<tr>
<td>Bye Laws</td>
<td>The rules established by a Club to regulate itself, as allowed or provided for by its members.</td>
</tr>
<tr>
<td>Affiliation</td>
<td>To be a member of the GUI or ILGU.</td>
</tr>
<tr>
<td>Board of Management</td>
<td>This is an alternative term for Management Committee.</td>
</tr>
<tr>
<td>Business/Operational Plan</td>
<td>This is a short-term plan extending over a maximum of 1 year</td>
</tr>
<tr>
<td>Strategic Plan</td>
<td>This is a longer-term plan extending over a period of 3 to 5 years</td>
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This is a best practice document designed to allow all Clubs to adopt those aspects of same which are applicable to them depending on their size and scale.
Governance is the system by which a Club is directed and managed. It influences how the objectives of the Club are set and achieved, spells out the rules and procedures for making Club decisions and determines the means of optimising and monitoring performance, including how risk is monitored and assessed.

Effective Club governance requires leadership, integrity and good judgment. Additionally, effective governance will ensure more effective decision making, with the Club demonstrating transparency, accountability and responsibility in the activities undertaken and Club resources expended.

It is commonly accepted that governance structures have a significant impact on the performance of Clubs. Poor governance has a variety of causes, including director/committee inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and reporting.

Generally, governance is focused on three key issues:

1. How an organisation develops strategic goals and direction.
2. How the Management Committee of an organisation monitors the performance of the organisation to ensure it achieves these strategic goals, has effective systems in place and complies with its legal and regulatory obligations.
3. How to ensure that the organisation acts in the best interests of the members.

Principles within which a golf Club’s Management Committee members should operate and undertake their role, include:

- Leading the organisation
- Exercising control over the organisation
- Being transparent and accountable
- Working effectively
- Behaving with integrity

See Corporate Governance Checklist at Appendix I
2.1 The Typical Structure

The typical structure for any golf Club will depend on the size of its membership and the income it generates. Larger Clubs may have a General Manager to manage the day-to-day operations of the Club under the direction of the Management Committee. Smaller Clubs will rely on its officers within the Management Committee to manage the day to day activities of the Club.

The typical structure is set out below. Voting Club members appoint at their AGM the Trustees, the Management Committee and the Ladies’ and Men’s Club Committees.

For those Clubs with a general manager, he/she will have responsibility for recruitment of employees in accordance with the direction of the Management Committee. It is the Management Committee’s responsibility to govern the Club on behalf of its members.

*The diagrams on page 12 and 13 are for illustration purposes only. The principles outlined below will be applicable to all Clubs regardless of the organisational structure.
Smaller golf Clubs tend to appoint a management committee who are responsible for the governance and the day-to-day management of the Club on behalf of its members. Members appointed to the management committee support the Club on a voluntary basis. A management committee’s job is to govern the organisation on behalf of the members.
The optimum structure is one which brings together all members of the Club working towards a common goal, i.e. the success of the Club. It is imperative that the long term plan is communicated and understood by all, with the structures, policies and procedures in place to ensure the goals are attained. Such a structure should recognise the various elements of a Club and facilitate those responsible for specific areas to focus on their specific roles. The role of the Ladies’ & Men’s Committees is to ensure that all golfing and social activities/ events of the year are planned and managed in accordance with Club requirements leaving the business of running the Club to the Management Committee.

2.3 Terms of Reference

There should be clear terms of reference in place to provide clarity to the committee members on their role and responsibilities. Much of the terms of reference will come from the Club’s constitution; however, other elements may need to be drafted by the committee to provide for good governance and accountability. A sample terms of reference is provided at Appendix II.

2.4 The Role of the Management Committee

The Committee is the steward of the assets and resources of the Club, it leads the Club in the achievement of its strategic plan while ensuring proper governance and management. The bye-laws of the Club will set out the specific powers given to the Committee but in summary its role is as follows:

- Determine the strategic plan and initiatives, communicating the plan to the General Manager and monitoring the implementation of same
- Maintain and improve Committee policies
Organisational Structure

- Ensure financial solvency and integrity through policies and behaviour
- Ensure compliance with all relevant laws and good practices
- Set committee objectives and expectations of committee members including their duties and support for the General Manager and staff
- Evaluate, improve and update committee objectives in line with the strategy
- Communicate effectively and regularly with members
- Management of the golf course
- Set out the bye-laws of the Club which govern the rules relating to the use of the course (See Chapter 6 for further guidance)
- Define membership categories

Rules around the appointment of management will be set out in the Club constitution. Management or indeed roles within the management committee can be appointed for a fixed term. Where members of management are appointed for a term, the retirement of individual management members should be on a rotation basis to ensure continuity of objectives, knowledge and experience.

The Management Committee may contain some or all of the following roles:
- Chair
- Honorary Secretary
- Treasurer
- Course Chair
- House/Social Chair
- General Manager
- Captains & Vice Captains
- Elected Volunteers, Presidents & Vice Presidents
- Junior Chair

2.5 The Role of the Chair

The Chair is charged with providing leadership and direction to the Committee in addition to having responsibility for ensuring that the Committee fulfils its responsibilities for the governance and success of the Club. He/she also works to optimise the relationship between the Committee, any paid employees, volunteers and other members, and to achieve the Club’s agreed goals.

Desirable attributes:
- Be well informed of all Club activities and be able to provide oversight
- Be a person who can develop good relationships internally and externally
- Be forward thinking and committed to meeting the overall goals of the Club
- Have a good working knowledge of the Club Constitution, rules and duties of office bearers
- Be able to work collaboratively with other Committee Members
- Be a good listener and attuned to the interests of other members and other interest groups
- Be a good role model and a positive image for the Club in representing the Committee in other fora
- Be a competent public speaker

Specific duties may include, but are not limited to:
- Chair Committee meetings ensuring that they are run efficiently and effectively (if applicable with Club structures)
- Act as a signatory for the Club in all legal and financial matters
- Regularly focus the Committee’s attention on matters of Club governance that relate to its own structure, role and relationship to any paid employees
- Periodically consult with Committee members on their role, to see how they are going and help them to optimise their contribution
- Work with the Committee to ensure:
  - the necessary skills are represented on the Committee and that a succession plan is in place to help find new Committee members when required
  - goals and relevant strategic and business plans are developed in order to achieve the goals of the Club
  - work with the General Manager to manage any paid employees of the Club including recruitment, retention, salary and performance reviews, etc.
  - serve as a spokesperson for the Club when required
  - assist in the development of partnerships with sponsors, funding agencies, local and state government, shared facility users and organisations that are relevant to the goals of the Club

“The Chair is charged with providing leadership and direction to the Committee in addition to having responsibility for ensuring that the Committee fulfils its responsibilities for the governance and success of the Club.”
2.6 The Role of the Captains

The Captains assist the Committee and General Manager with the golfing affairs of the Club. The Captains are the lead officers for all golfing aspects of the Club for one year. They have a role in building and maintaining relationships with all Club members and ensuring golf is vibrant within the Club.

Responsibilities:

- To maintain the integrity, standards and ethics of the Club
- To attend GUI and ILGU interclub matches and functions as appropriate
- To attend and host the Club’s principal social functions
- To host the Captain’s Dinner
- To attend Annual and Extraordinary General Meetings of the Club
- In conjunction with the President and the General Manager, when appropriate, to resolve confidential or sensitive Club and membership issues
- Handle correspondence and disputes as appropriate

2.7 The Role of the General Manager

The role of General Manager should be clearly defined with agreed levels of responsibility, expenditure, purchasing etc. Furthermore, the management committee should make proper arrangements for his/her supervision, support, appraisal and remuneration. Ideally, he/she should report directly to the Chair/Honorary Secretary.

- The General Manager and his/her management team are ultimately responsible for implementing the strategy.
- The General Manager is responsible for the successful and profitable operation of all aspects of the Club and its associated facilities in conjunction with the Ladies’ and Men’s Committees.

Depending on the Golf Club and its service offering, the management team may also include the following personnel:

- Course Superintendent, responsible for Course and Greens Maintenance and its staff;
- Pro Shop Manager/Head Teaching Pro, responsible for the Pro Shop and its staff**;
- Food & Beverage Manager, responsible for the Bar, Restaurant and Snack Shop and its staff.

- A budget for each department should be set at the start of the financial/calendar year and each Department Head should be held accountable for the performance of their department.
- The General Manager should hold a meeting with each Department Head on a monthly basis whereby a BVA (“Budget Variance Analysis”) is carried out. Once the BVA analysis has established the major sources of variance, the General Manager and Department Heads can take measures to address same to ensure that it is on track to achieving its budget for the year and overall strategic plan.

2.8 Reporting lines

Management should clearly set out in its terms of reference who reports to it, what to report, the format and frequency. Additionally, the terms of reference should also set out the reporting requirements of management to its members at general meetings. Reporting requirements should be set out in the Club constitution.

Typically, each officer of management should make a formal report of its activities to each management meeting. Issues and opportunities arising, unexpected expenditure should all be brought to management to ensure they are aware of the Club’s performance.

2.9 The Role of the Treasurer

The Treasurer is responsible for the financial supervision of the Club leaving the Management Committee with the responsibility to provide good governance for the Club. The Treasurer is the chief financial management officer whose tasks include the preparation of annual budgets, planning for the organisations financial future and monitoring the organisations revenue and expenditure. There will also be a Treasurer in the Ladies’ and Men’s Club Committees who will be responsible for their own finances applicable to their respective competitions only. Whilst each committee may be in charge of their own finances it is important that there is a standardised process and/or guide in place on spend and honorariums.
Responsibilities may include, but are not limited to:

- Provide advice to the Management Committee in their management of the Club finances.
- Administer all financial affairs of the Club. This would include regular meetings with the General Manager and the finance committee in relation to ongoing financial matters including:
  - Review of outstanding subscriptions on a monthly basis. Ensure policies in relation to collection of outstanding subscriptions are followed.
  - Review of income and expenditure in comparison to budget and prior year on a monthly basis.
  - Approval of any reduced subscriptions agreed with individual members due to ill health or extenuating circumstances.
- Liaison with the Club's bankers with regard to the Clubs debt/overdraft position.
- Review and approve all significant capital expenditure.
- Assess the financial implications of potential new employment positions within the Club.
- Lead the annual budget process and ensure an appropriate annual budget is provided to the Management Committee for approval. This will include specific budgets to be agreed with the heads of the other 3 financial Pillars:
  - Course
  - House
  - Marketing
- Preparation of 5 year cash flows to incorporate into the strategic plan.
- Support audit processes.
- Review of financial process within the Club ensuring continuous improvement of same.
- Monthly financial reports – present at monthly Management Committee meetings.
- Act as signatory on the Club account

2.10 The Role of the Honorary Secretary

The Honorary Secretary has three main functions:

- To organise meetings, both Management Committee and General, and issue notices of same
- To take the minutes of those meetings
- To deal with Club correspondence

The Honorary Secretary will draft and issue the notice and agenda for the meeting and convene the meeting in accordance with the CPM.

During the course of the meeting the Honorary Secretary will read out all the Club correspondence since the last meeting and take direction from the meeting as to how to respond to same. They will also take the minutes of the meeting and record the attendance. Individual items of business should be numbered and only the pertinent points considered and the decisions taken should be recorded. The Secretary will also count the votes at the meeting and keep a record of proxy votes where permitted in the CPM. They should ensure the minutes are maintained in a safe place once they are signed by the Chair at the following meeting.

They will be the named contact for all license applications and related external bodies.

2.11 The Role of the Trustees

Unincorporated Clubs do not have any legal capability to own land, therefore Trustees are appointed to hold property (Clubhouse & land) in trust and for the benefit of the members of the Club.

Appointment of Trustees

The role of a Trustee tends to be an honorary position. Trustees are appointed by voting Club members at a general meeting in accordance with the Club constitution. The number of Trustees is decided by each Club and should be set out in its constitution. The minimum number should be three. The Club should consider if its Trustees should be appointed for life or for a fixed term, again this should be clearly stated within its constitution. Where Trustees are appointed for life, the constitution should allow for the replacement of Trustees where they are inactive or non-compliant. Where Trustees are appointed for a term, the duration should be for a minimum of 5 years as there is a cost to changing title deeds etc. To protect the Trustees, the Club constitution should provide Trustees with an indemnity from the members.

Obligations

Trustees may be required to complete legal documentation at the direction of the committee following a resolution by its members at a general meeting.

Title Deeds are registered in the individual Trustee names. The Deed conferring title should clearly indicate that the property is being held in trust by the Trustees for the benefit of the Club and held by them at the direction of the Committee of the Club.

Legal liability

Should an event occur where the Club is being sued, the Trustees tend to be the named defendants as they hold the Club assets. Trustees can apply the assets of the Club to discharge any liability arising from those proceedings. If the assets of the Club are insufficient to discharge fully the liability, the Trustees could be personally liable for any shortfall. As mentioned above, the Club constitution should provide Trustees with an indemnity from the members and appropriate insurance should be put in place.

2.12 The Role of President

The position of President will vary from Club to Club, with some Clubs not making an appointment to this role, some with one and others with two. Where this position exists the role is ambassadorial in nature with the occupier mainly seen as a figure-head of the Club. In some instances, the President may have an input into the operational affairs of the Club.
3.1 What is Strategic Planning?

It is the process whereby the Management Committee and Management (if applicable) establish the Club’s long-term direction, set specific and measurable performance objectives and develop strategies to achieve agreed priorities.

In undertaking the strategic planning process, the Management Committee needs to ask the following six questions:

- Why do we exist?
- How do we operate?
- Where are we now?
- What are our long-term aspirations?
- How can we achieve them?
- How will we then measure success?

What constitutes a good Strategic Plan?

A good strategic plan contains only five or six ‘Drivers’ and between 20 to 40 strategic priorities. It should become the Club’s ‘road map’ to the future and the agreed ‘Drivers’ should form the basis of all future Management Committee agendas.

As an example, the following could be ‘Drivers’:

- Participation and Membership
- Industry Leadership
- Governance
- Marketing and Communication
- Facilities and Environment
- Revenue Streams (Resources)
Strategic Planning

How does a ‘Strategic Plan’ differ from a ‘Business Plan’?
A Strategic Plan is a longer-term (3-5 years), big-picture document that sets a direction or desired future for the organisation. It is used to provide focus and direction in order to move the organisation from ‘a’ to ‘b’ over an agreed period of time. It is developed by the Management Committee. The Business Plan is a one-year plan that focuses on key operational matters such as marketing and promotion, and financial management. The main reason for producing such a plan is to improve the overall effectiveness of the organisation by setting a series of annual targets that are closely linked to priorities in the Strategic Plan. The Manager or Committee and his/her staff develop this document.

3.2 What is the Role of the Management Committee?
The Committee’s job is to work on the business not in the business. With this in mind, the most fundamental and critical responsibility to the stakeholders is to work with management (if applicable) in developing and then monitoring the resulting 3-5 year Strategic Plan. It is also important that the Club’s Chair plays a key leadership role in developing (and ultimately selling) the Strategic Plan to the members. They need to provide strong leadership and drive the planning process from start to finish.

The development of the plan is a team effort and the most crucial role the Chair can play is to ensure that all committee members, staff, and members in general, have adequate opportunity to contribute to the resulting document.

The Management Committee should collate responses and develop the following:
- A vision for the Club
- Guiding Principles – 4 or 5
- A Purpose statement
- Drivers – 4 or 5
- Priorities – for each ‘Driver’ - usually 6 to 8 per Driver
- Review mechanisms

A ‘Consultation Plan’ should be devised to ensure that all members and other key stakeholders have an opportunity to provide their feedback and suggestions. It is crucial that the key messages contained in the plan and any significant shifts in the Club’s direction are effectively communicated to all stakeholders. Every available opportunity should be utilised to promote the plan and its long-term benefits to the Club and its members.

A sample strategic plan has been included at Appendix III.

Vision: What is your vision for the Club?
Example: A vision could be ‘more people playing more golf’. This vision is short, sharp and easy to remember and succinctly states where the organisation wants to be in 5 – 10 years’ time.

Purpose: Why do we exist? What is our reason for being? What is our core business?

Assets: What products and services do we have at our disposal to ‘sell’ to current and future members? What is our value proposition? In other words, what makes us unique?

Liabilities: What are our weaknesses? What could stop us from achieving our vision?

Issues: What are the five key issues that must be addressed in our Strategic Plan?

Priorities: What are our Top 5 priorities for the Club over the next 5 – 10 years?

Drivers: What are the 5 or 6 Key Result Areas/Critical Success Factors that we will concentrate on in our plan? For example, Membership Development, Junior Development and Club Operations and Management.

The development of the plan is a team effort and the most crucial role the Chair can play is to ensure that all committee members, staff, and members in general, have adequate opportunity to contribute to the resulting document.
3.3 What are the benefits of developing a professional plan?

- **Reduced firefighting**
  By planning, problems can be anticipated and decisions made on how to handle them.

- **Justified plans and actions**
  Planning forces testing the validity of chosen actions.

- **A focused Management Committee**
  Strategic planning will focus the attention of the Management Committee on those issues most critical to the ongoing sustainability of the organisation’s long-term directions. It also strengthens teamwork and camaraderie within the Club.

- **Information filtered**
  Management Committees are often exposed to too much non-strategic information. A good strategic planning process should focus only on the big-ticket items and not on all the operational matters that tend to dominate discussion at meetings.

- **Demonstrated professionalism and commitment**
  A well-constructed and professionally prepared plan is an impressive document. It ‘sells’ the Club and highlights its professional standing within its community and within the industry in general.

- **Communication and coordination improved**
  A golf Club can use the planning process to demonstrate to its members its commitment to consult and communicate. It is also an effective way of communicating what your business is about to prospective sponsors and funding bodies.

- **New markets identified**
  By consulting and talking with stakeholders (and potential stakeholders), you may be able to identify possible new markets, as well as any barriers that currently inhibit growth at your Club.

- **Timeframes established**
  A professional plan details activities to be completed over a specific timeframe to achieve specified objectives and incorporates performance measures that are linked to these objectives.

- **Performance benchmarked**
  The Management Committee can compare actual results against the key performance indicators in the plan. This enables ongoing assessment of the Club’s processes and its long-term viability.

**Quote:**

“A Golf Club can use the planning process to demonstrate to its members its commitment to consult and communicate. It is also an effective way of communicating what your business is about to prospective sponsors and funding bodies.”
Governance & Strategy Guide for Golf Clubs
Good operational procedures are essential for the smooth running of any organisation. The following section outlines the operational procedures of a good Management Committee together with the ingredients for effective meetings which will enable the officers to implement the Club’s strategies and thereby achieve its objectives.

A Committee Policies Manual (CPM) should be drafted which sets out the policies in relation to each specific area together with a code of conduct, see link for samples on the useful links page. The constitution and bye-laws of the Club are the only documents which will take precedence over this document. The CPM should be reviewed annually for effectiveness and consistency with the strategic plan of the Club and amended accordingly. Proposed changes may be submitted by any Management Committee member or the General Manager and approved by the Management Committee. The benefits of such a CPM are as follows:

- Management Committee policies will be in one place
- It facilitates the quick orientation of new Management Committee members to current policies
- It ensures policies are always up-to-date
- It facilitates the quick review of current policies when considering new issues
- It provides clear, proactive policies to guide the Management Committee and the General Manager and sets out the boundaries on the actions of the General Manager
4.1 Balance and Selection

A best practice Management Committee is one which:

• Is balanced in terms of Gender, Age, Skills and Experience, so that the Club can meet the challenges and opportunities it faces
• Is broadly representative of its membership and beneficiaries
• Has a staggered rotation system for Committee members with a maximum term of office
• Has a nomination committee that nominates officers for vacancies upon which the members vote
• Has an audit and risk committee, including at least one external and independent accountant
• Has elected a Chair
• Undertakes annual committee performance evaluation involving external input and uses this as a basis for the development of training programs
• Has a skills mix appropriate to meet the strategic goals of the Management Committee, including the ability of the Management Committee to appoint a minority number of officers to obtain an appropriate skills mix following a skills analysis to identify gaps
• Has a conflict of interest register
• Has a minimum of five Management Committee meetings a year
• Adequately reflects the society and community it serves

It is important to develop a culture of teamwork and good communication amongst committee members.

The key attributes of each member and the committee as a whole should be:

• Respect for each other
• Excellence in carrying out their roles and responsibilities
• Stewardship of the assets and resources of the Club
• Integrity in all communications
• An ethos of Management Committee analysis and renewal
• Accountability
• A leader and an initiator of policy, not merely a reactor to issues

4.2 Induction and Training

Prior to election each nominee should be provided with the CPM, an overview of the current programmes, plans and finances together with details of the expectations of the Management Committee for each vacant role.

Following election new officers should be provided with an induction pack (see example at Appendix IV) incorporating more details on the above together with the duties and responsibilities of their specific role. A sufficient period of time should be allocated to allow for a proper handover.

Do not assume that an experienced committee member who takes on a new role knows the duties of that role. A skills development program could be designed to enable particular committee members to up-skill for their role.

Training should be provided to all officers on compliance requirements (see section 6.1), best practice and good corporate governance, which should be updated on an annual basis to keep up-to-date with current legislation.

4.3 Roles and Responsibilities of the Management Committee

The broad role of the Management Committee has been addressed however there are some key matters which should be reserved for the Management Committee and should not be delegated to sub-committees, they are as follows:

• Strategic plan
• Financial assessments
• Amendments to the CPM
• Entering into major contracts
• Proposed general meeting resolutions
• Diversification of operational activities
• Borrowings in excess of a certain percentage of the assets of the Club, suggest 10%
• Appointment of the General Manager
• Adopt or eliminate major programs
• Buy or sell property

4.4 Sub-Committees and working groups

Sub-committees or working groups may be created by the Management Committee, Men’s Club or Ladies’ Club to assist them in carrying out their duties effectively and efficiently, therefore they are extensions of the committee and report to it. Possible sub-committees include:

• Junior Golf
• Course/Greens
• Handicap
• Competitions
• House/Social

They should not have authority over management or staff and should be appointed for a one-year term or such lesser period as a specific piece of work requires. The committee Chair should be
an ex-officio member except in the case of the Nominations and Audit Committee.

The same criteria relating to composition applies to sub-committees as to the main Management Committee. The skill-sets and performance of these sub-committees should also be examined on an annual basis to determine if new members are required to improve performance and to correct any imbalance. Possible sub-committees could be:

- Governance, including committee member recommendations, orientation, training and annual evaluation
- Finance
- Audit and Compliance
- Evaluation and compensation – to evaluate the general manager each year and recommend his compensation
- Membership - The members are key to any Club no matter what its size and therefore one person or a sub-committee should have a focus on membership at all times.

4.5 Conduct

Management Committee members must act in the role as committee members during committee meetings and at all other times they have no more authority than other Club members. They must offer uncompromising loyalty to the interest of the entire organisation and must avoid conflicts of interest. Each committee member should be provided with a copy of the Clubs Code of Conduct and required to sign a Code of Ethics and Commitment to Serve Statement. They must keep in confidence the issues, discussions and actions of the Management Committee.

4.6 Effective meetings

Notice

Each member must be provided with sufficient notice period for meetings. Ideally this should be a set date and time which is agreed at the start of each year by the incoming Management Committee. There will of course be times when additional meetings will be required, a minimum of three days’ notice should be provided for Management Committee meetings. The procedures relating to notice periods should also state the means by which notification is to be communicated allowing for electronic means and providing a set form on which the officers from year to year are obliged to inform the Club honorary secretary of their residential address, phone number, mobile number and email address. It should also be clear from the procedures who should give the notice i.e. either the Management Committee Chair or the honorary secretary.

The honorary secretary should ensure that notice of the meeting, the agenda and any documentation which is pertinent to the business to be discussed at the meeting is sent to all members at least 3 days in advance of the meeting.

Meeting Agenda

There will be a number of items which will appear on all meeting agendas and these should be agreed at the first committee meeting each year

- Minutes of the last meeting
- Financial/Treasurer’s Reports
- Honorary Secretary’s Report
- Men’s committee report
- Ladies’ committee report

Prior to election each nominee should be provided with the CPM, an overview of the current programmes, plans and finances together with details of the expectations of the Management Committee for each vacant role.

The General Manager and the sub-committee chairs should assist the Chair in formulating the agenda and in the compilation of the documentation to be circulated by the Honorary Secretary to the members at least three days prior to the meeting. Agenda items should only be those which relate to committee matters and which are not covered by an existing committee policy as outlined in the CPM. The Chair may decide to refer the matter to a sub-committee in the first instance. A sample agenda is included at Appendix V.

Attendance at Management Committee meetings

An attendance sheet should be signed for each committee meeting and retained with a copy of the minutes. Members should ensure that they attend all meetings and should only be absent when it is unavoidable in which case they should inform the Chair or the committee secretary as soon as they are aware that they will be
unable to attend. The procedures should be set out in the CPM regarding the continuous absence of members from committee meetings, when they should be replaced, the process for same and how their duties are to be re-allocated.

It is the responsibility of each member to prepare him/herself fully prior to the meeting including study of all circulated documentation, with any queries, concerns noted. This will avoid time being wasted at the meeting and facilitate a full discussion. The Management Committee may ask key management or certain specialists to address the meetings from time to time.

Minutes

The decisions of the Management Committee should take the form of resolutions which should be recorded in the minutes of the meeting by the secretary. The minutes should be concise recording only the pertinent points and the decisions made. The secretary should ensure that each member receives a copy of the draft minutes no later than five days after each meeting. Once the minutes are approved at the next meeting they should be signed by the Chair and retained in a bound book in a safe place together with any documentation referenced therein.

4.7 The Role of the Chair

It is the duty of the Chair to ensure that the required information is available. They should communicate the needs clearly to management and review same prior to distribution to the Management Committee members.

The Chair shall conduct meetings in accordance with accepted procedures and should always ensure:

• The meeting is properly convened with the proper notice and a quorum present
• Order is maintained and there is no disruption
• That he/she remains impartial and acts in good faith
• That meetings are conducted in accordance with statutory regulations and the rules of the Club
• There is open, honest discussion
• There is fair consideration of each member’s views
• All members have equal time to make their contribution
• All members contribute
• A vote is taken where there is debate or a poll or ballot if provided for in the CPM

• The majority vote of the members is taken and this is declared by the Chair
• Ensure minutes of the meetings are taken
• Where there is a deadlock the rules usually allow for the Chair to have a second or casting vote
• He/she has the power to adjourn the meeting where necessary

4.8 The Role of the Honorary Secretary

Please refer to Chapter 2 which sets out the role of the Secretary in detail. In additional, below list the skills and attributes of a good Secretary:

• Excellent knowledge of the Clubs Constitution and Bye Laws, and roles and duties of the members of the Management Committee
• Approachability
• Problem Solving
• Attention to detail
• Ability to delegate as appropriate
• Integrity
• Experience at Board/Committee level
• Effective communication skills
• Be well informed of all Club activities
• Be committed to the Club goals
• Sound judgement

4.9 The Role of the Treasurer

Please refer to Chapter 2 which sets out the role of the Treasurer in detail. We will confine our commentary here to the skills and attributes of a good Treasurer:

• Desirable Attributes:
• Good organisational Skills
• Has some financial expertise
• Ability to maintain accurate records
• Dedicated Club Person
• Honest/Trustworthy
• Has good computer skills
• Has good communication skills

It is the duty of the Chair to ensure that the required information is available, they should communicate the needs clearly to management and review same prior to distribution to the Management Committee members.
## Skills/Focus Matrix – Officers/Trustees

<table>
<thead>
<tr>
<th>Governance</th>
<th>Chair</th>
<th>Treasurer</th>
<th>Honorary Secretary</th>
<th>Committee members</th>
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**Business**

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## Desired Characteristics for all Management Committee Members

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<tr>
<td>Working knowledge of the role of golf governing bodies</td>
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</table>
4.10 Rotation and Succession

It is good practice to have a rotation of the Management Committee members but not all at the same time. The minimum duration of the key officer roles of Chair, Honorary Secretary and Treasurer should be set in the constitution and should allow adequate time for the completion of the key strategies. The proportion of the Management Committee which must retire on an annual basis should also be set out in the constitution and how these should be identified. It is good practice for the Governance sub-committee to be identifying officer successors among the membership once the committee has first identified the key attributes that the committee requires in order to ensure it achieves balance in terms of gender, age, skills and experience. This will facilitate the introduction of additional energy and ideas on an annual basis while at the same time retaining experience and external relationships to provide the best chance for the Club to fulfil its objectives. It is imperative to plan for succession and that the process is transparent.

4.11 Monitoring and Evaluation

At the start of the year the new Management Committee should review the Club strategy and set objectives for the year to achieve same. When key decisions are being made during the course of the year they should be made in light of the strategy and the objectives to ensure there is no deviation from same. At the end of the year a self-evaluation should be undertaken by the Management Committee to assess their effectiveness and to evaluate their results and if the objectives have been attained. This monitoring and evaluation should be used as a basis for determining the attributes which are missing on the committee and communicated to the Governance committee who has responsibility for identifying potential officers with these attributes.

Refer to Appendix VI for self-assessment checklist.
5.1 Practical steps to improve financial sustainability

To ensure that the Club maintains a viable and sustainable business for the future, there are a number of areas that merit attention.

(i) Review of revenue streams
All of the Club’s revenue streams should be reviewed to identify areas of weakening performance and areas where revenue can be increased.

A trend analysis of both historical and current levels of revenue streams such as membership subscriptions, green fee income, food and beverage and retail sales and franchise income, if applicable, should be carried out, in the context of the key trends experienced by the Club itself and by the golf market as a whole.

(ii) Cost reduction
All aspects of the Club’s cost base should be reviewed to identify areas for improvement and increased efficiency and cost reduction.

A detailed review of the cost base of the Club, with specific focus on the highest costs to the business, should be conducted. Key areas of focus include but are not limited to:

• Payroll costs

In addition to a review of the historical and current trends in revenue streams and key trends in the golf market, membership subscriptions and green fee rates should be benchmarked against peer Clubs, in the context of the quality of the facilities provided to members.
An operational and financial review of the payroll costs, to include a peer comparison analysis on the basis of key industry financial metrics (such as payroll costs as a percentage of trading income), should be carried out to ensure that payroll costs are at an appropriate level vis-à-vis peer Clubs.

- Course upkeep and maintenance costs.

An operational and financial review of the golf course maintenance operations, to include a review of key areas such as the following, should also take place:

- Current work practices, organisational structure and maintenance costs;
- Existing team, roles, job descriptions and terms and conditions; and
- Maintenance budgets and expenditure.

It is critical that the course maintenance programme is not compromised and that any course maintenance programme is prepared under the direction of specialists in agronomy and soil drainage to ensure that it is appropriate to the soil types of the underlying golf course. It is therefore recommended that specialists in providing business solutions to the golf industry are engaged to conduct this review.

(iii) Departmental analysis
In order to establish if each aspect of the business makes a contribution towards the total overhead cost base of the Club, a detailed financial review of all aspects of the business, including the course(s), food and beverage and retail operations should be conducted, with specific focus on a key measure of performance such as contribution after payroll costs and other direct expenses.

(iv) Strategic analysis
Following on from the departmental analysis, a review of both the financial and non-financial implications of a number of strategic options including but not limited to the following should be completed:

a) Course and Clubhouse
- Temporary closure of the Clubhouse facilities in the off-peak winter season
- Base cost of mothballing any loss-making courses for varying periods of time
- It is important to note that there may be a trade-off of increased security costs associated with any temporary closure or mothballing of the courses and Clubhouse

b) Bar, restaurant and other food offerings
- Continue to operate the food and beverage operation in-house
- Retain the food and beverage operation in-house and restructure (i.e. variation in opening hours, varied offering at key times of the year)
- Outsource some/all of the food and beverage operation to a third party

c) Pro shop / Retail offering
- Operate in-house
- Operate in-house and restructure
- Outsource the operation

(v) Cash management and financial projections
The preparation of daily, weekly and monthly cashflows to establish the exact cash position of the business and the cash required to cover any potential short term shortfalls is crucial.

It is vital that financial projections are prepared and in particular cash flow projections as this will highlight cash shortfall areas and ensure corrective action can be taken early.

The management of cash inflows is key and given that income from membership subscriptions for the majority of Clubs generally accounts for approximately 80% of total income, it is vital that members are encouraged to pay on time – to this end, sub finance schemes may be offered.

Similarly, it is also important to consider the level of entrance fees, in particular the optimum price point, and the most effective way of structuring the payment of same to attract new members and ensure that they are “locked in” for a number of years. There may be a number of different pricing policies including:

- Once off upfront payment
- Fixed payments spread over a number of years
- Discounted fees for senior members
- Discounted or zero fees for junior members
- Discounted fees for junior members who progress to full members

It is critical that the course maintenance programme is not compromised and that any course maintenance programme is prepared under the direction of specialists in agronomy and soil drainage to ensure that it is appropriate to the soil types of the underlying golf course.
5.2 Ten-Point Sustainability Checklist

Sustainability is largely achieved not through reduced costs but through increased revenue. Accepting this, revenue growth can occur in three ways:

- Finding more golfers (members, green fee players and other facility users)
- Satisfy / maintain existing golfers
- Get both new golfers and the existing golfers to increase expenditure

(i) Member Communication
It is important that with a view to retaining members, any member communication is widely distributed, not just Club based. The use of email is a particularly cost effective and increasingly popular method of communication which should be used in the golf Club environment, either to provide information or be a channel for easier customer feedback. Management Committee decisions and reports should be communicated to all members possible via a regular newsletter or the Club website.

(ii) Customer Frequency
An increase in frequency leads to increased revenue, which in turn results in improved Club sustainability. Clubs should track their membership rounds to measure current member patterns. Members playing less frequently are more likely to cancel their membership so this measure should act as a “red flag”. Once Clubs have the ability to measure frequency they can then start targeting members who are seldom seen and who by definition are therefore more vulnerable and likely to leave the Club.

(iii) Member Surveys
Member satisfaction has a big impact on Club sustainability. Clubs are therefore encouraged to regularly seek the views of its membership, with the aim being to monitor satisfaction. Surveys are the best tool to do this, delivering a rounded view of membership opinion. Industry research has revealed that as individual golfers, 50% of us know at least two other people who would like to start playing the game, yet the industry hasn’t successfully tapped or encouraged its own playing base to bring these new players forward. Clubs are therefore encouraged to consider the fostering of their own membership bases by offering relevant incentives to those best positioned to deliver new members, the existing member, on the basis that it is more cost effective and far reaching than the singular marketing or advertising efforts developed by Clubs themselves.

(iv) Member Retention, Recruitment and Incentives
In general terms member retention and recruitment incentives are a vastly under-utilised tool within the golf industry with no “call to action” on either the member introduction or new golfer front.

(v) Membership Structures
Whilst the industry has generally been proactive in tackling the traditional member / associate membership category and conversion, there are two other areas of operations – the transition of juniors to adult memberships and the cost of discounts given to special membership categories – that have received less attention. A large proportion of the playing base is now aged 55 years and above, meaning that there is increased pressure on discounted age group membership categories which in turn leads to resulting shortfalls in membership revenue. The definition of “Junior” should also be re-visited, with Clubs to consider the other and somewhat more important financial commitments that juniors typically encounter during the 18 to 30 age period.

(vi) Know your market
It is imperative for Clubs to be aware of the wider market in which they are operating. This means trends within the membership numbers, frequency of play, fee pricing and what their nearest competitors are doing to attract new golfers.

(vii) Payment Plans
Disposable household income has never been under more pressure, and it is no coincidence that most service providers now offer payment options, which help address customer retention and personal cash flow challenges. Some Clubs are now offering annual fee payment options. Flexibility in payment options is also more desirable for younger age groups.

(viii) Club Reciprocals
Reciprocal playing rights are a much forgotten benefit of golf Club membership and more local reciprocal programs should be established. New reciprocity programs need not be in the form of full playing rights across different Clubs, but might comprise a limited number of games. Golf Australia consumer research has found that nearly 90% of non-club members would be more attracted to Club membership if more course variety was available.
Governance & Strategy Guide for Golf Clubs

This is not something that is used widely in Ireland and is usually limited to two Clubs with reciprocal playing rights and limited to one day. It could be a very clever way of promoting the game and in the longer term increasing the number of people playing golf.

(ix) Reward your best members
This suggestion is linked closely to Point 2 – Understanding Customer Frequency. Drawing a comparison with private business owners, the golf industry should be no different to the private sector in recognising and rewarding member loyalty.

(x) Non-playing members
How much effort is made with communication to your non-playing membership base? Industry research has found that members moving to ‘non-playing’ membership status are usually taking the first step towards their eventual exit from the Club. Non-playing members should therefore receive all Club communications. Success in the current economy will be achieved by those who understand what they are selling and importantly know what their current and future members want. These successful Clubs have accepted that, just as products evolve, so too must the golf Club for them to remain relevant to today’s golfer.

5.3 Member induction

In order to attract new members and retain existing ones, consideration should be given to the induction of members. Member induction involves consideration of a number of different areas, encompassing the needs of current members as well as encouraging new players or members to the Club. The following themes should be considered:

(i) The Golf Course
- Where possible provide the best possible playing conditions throughout the year and in particular avoid the use of temporary tees and greens during the winter period.
- Where space allows provide practice areas, driving range and academy holes.
- Ensure that there are sufficient distance markers and that hazards, out of bounds etc. are clearly marked.
- Ensure that the course staff are familiar with golf etiquette and are courteous to members.
- A long-term course management plan should set out the commitment of the Club to fund an agreed maintenance and development plan. At all costs avoid one-off type changes to the golf course, or a major redevelopment with little real benefit for members. Not all golf courses can be “championship” courses nor should the level of difficulty adversely impact on a player’s enjoyment of the course.
- Provide visitors and guests with a course planner as part of the green fee.

(ii) Reception and Clubhouse
- Members, visitors and guests should always be made to feel welcome on arrival at the Club. Name recognition can be an important part of this process and all staff should be encouraged to meet and greet. Remember every visitor/guest is a potential new member.
- Where possible, the Club should provide battery charging facilities and good storage facilities for Clubs, caddy cars, buggies etc.
- Have a well located, presented and stocked Professional’s Shop with a provision for Competition Entry, where possible.
- Reception areas should be open and obvious, ideally not hidden behind glass panels.
- A key element in the Clubhouse is the quality and standard of the changing rooms and its facilities.
- Bar and catering hours and menus should reflect changing patterns in terms of playing times and social activities.
- It is important that the dress code is clearly stated in terms of what is considered suitable attire both on the course and in the Clubhouse. The dress code should be updated from time to time.
- Ensure that your Club website is up-to-date and user friendly.
- Automated Telephone Answering Service should be user friendly.

(iii) Playing Golf and Time Availability
- Maximise use of course facility, taking into account members’ requirements:
  - Online tee time reservation
  - Two tee starts
  - Two balls, three balls
  - Competitions over two days
- Time pressure has been reported as one of the most significant issues for younger (25-44) golfers in relation to Club membership.
- Pace of play can be equally relevant during competition and
Issues to be considered:

- Course setup in terms of rough, hazards, length etc.
- Over reliance on distance markers
- Variations in course measurements - distance to the front or middle of greens
- Lack of knowledge of etiquette and rules
- Use of a course ranger with real authority
- Play when ready, with the honour only on the first tee
- Sufficient availability of tee times for golf outside competitions
- Provide a variety of competitions for example:
  - Member and Guest/Semi-Opens
  - Family Competitions (Adult/Child)
  - Increased Mixed and Team Events
  - Singles, Fourball, Foursomes events over 9, 12, 15, 18 holes
- Reciprocal arrangements/Swap Days with other Affiliated Golf Clubs.
- Consider a more flexible or off-peak pricing to encourage visitor usage. A simplistic weekday or weekend approach may be restrictive.

(iv) Social

- Organise golf events with an emphasis on the social aspect e.g. family groups, mixed team events, events for certain age categories etc.
- Family friendly facilities can be an important factor in the decision to remain a member of a Golf Club or to become a new member.
- To the extent that the social context remains important it is very much a golf-related aspect where the social elements are intrinsically linked to the playing of golf.
- Is there space to introduce other sports facilities e.g. exercise room, tennis, bowling, pitch and putt, field sports etc.
- Arrange alternative social outlets e.g. concerts, choirs, bridge, card games, wine tasting, painting classes, cookery demonstrations, dance classes etc.
- Potential members can be introduced to the Club as for example ‘transitional members’ through a scheme of temporary membership i.e. three to six months or as a ‘summer member’ from April to September. It is important that Clubs provide a structured introductory programme during this transition period to include coaching, rules and etiquette.

(v) Club Finances

- Offering reduced green fees to members of Affiliated Golf Clubs.
- Discounts to members in bar, restaurant, professional’s shop etc. via use of GUI/ILGU Member Card.
- Incentives to members who introduce new members.
- Free Clubhouse membership to a spouse/life partner who does not play golf.
- The financial cost around joining, allied to the benefits of Club membership must be such as to create added value when compared with remaining as a casual/nomadic golfer.

Potential members can be introduced to the Club as for example ‘transitional members’ through a scheme of temporary membership i.e. three to six months or as a ‘summer member’ from April to September. It is important that Clubs provide a structured introductory programme during this transition period to include coaching, rules and etiquette.

- Measures being considered and implemented by Clubs to reduce the financial burden on members include:
  - Reduction or elimination of entrance fees.
  - Spreading payment of entrance fees and subscriptions (direct debit).
  - Arranging bank finance for entrance fees and subscriptions.
  - Reducing the cost of transition from junior to full member. This is very relevant in view of age profile statistics.
• Low annual fees option plus purchased credits that can be used to pay for golf, practice facilities, food etc. with off-peak time pricing.
• Half of the full subscription and a cost per round up to the full subscription with off-peak time pricing.

(vi) Club Structure
Club Structures should consider the following:
• Clubs experiencing difficulties in retaining members should consider a review of the Club structure in terms of committees, membership categories and playing and competitive restrictions.

• Issues to be considered:
  - Develop a marketing and advertising programme.
  - Establish links with local colleges and schools.
  - Ensure that entrance to junior categories is not restricted to sons and daughters of existing members.
  - Good representation of Members on Committees.
  - Conduct a Membership survey to establish levels of satisfaction and what improvements could be made.

• Categories of membership should reflect the amount of time an individual wants access to the course and facilities. Clubs should consider categories of membership that are flexible and geared towards the demands of different lifestyles. Examples:
  - Four/Five-day mid-week membership
  - Six-day membership – which allows access to the course on all except one of the weekend days
  - Seven-day membership – full access
  - Distance membership (Overseas/Country).
  - Pavilion/House Member
  - Intermediate Membership (e.g. under 45) – introduce discounts to attract younger members, remove/reduce entrance levy based on number of years as a junior/juvenile.

5.4 Member Communications

Effective communication can attract new members and retain existing members at your Club and are also a good way to acknowledge and thank Club volunteers, members, sponsors and other community partners. Effective communication means ensuring your messages are being seen and heard by the appropriate audiences.

There are a number of ways to deliver these messages, including the Club website, event presentations, meetings, noticeboards, newsletters, emails, SMS, media releases, local and community newspapers and radio, YouTube, Facebook, Twitter and other community forums.

The key is for communication to be regular, and not just interacting with your members. Engage with prospective members by ensuring your local community is aware of your Club and its activities.

Tools which have also proven to be quite effective in keeping members informed and retaining members include:

• Individual pages on the Club website dedicated to men’s, women’s and junior golf where all relevant information for the different group is easily accessible and relevant updates can be posted by the Club
• A calendar of social events which will act as a USP in retaining new golfers through stronger emphasis on social inclusion and camaraderie at the Club
• It is important to remember that communication that is consistent, relevant, timely, honest, open and accurate will:
  - Build a strong Club culture and identity
  - Foster a sense of belonging
  - Generate high satisfaction levels
  - Develop loyalty and Club pride

A template communication plan has been included at Appendix VIII.
6.1 Legal, the Constitution, bye-laws, licences and contracts

If the Club is an unincorporated body, it will be governed by its constitution (see sample of items to be included in a constitution at Appendix X). There is also a sample constitution available on www.golfinet.ie, (see link at Appendix XIV). A Club will also have bye-laws which are determined by the management committee (see example at Appendix XI). If a Club is incorporated, it will be governed by its corporate constitution. These documents will address, among other things: -

- The objects of the Club
- The election process for the committee and the officers who will be responsible for the day-to-day management
- Membership admittance
- The powers of the officers
- The regulation of meetings
- Borrowing powers
- Acquisition and disposal of assets

Any action outside the scope of the constitution is invalid, so it is imperative that this document is referenced for all newly proposed actions and should therefore be provided to all committee members and management.

It is the duty of the committee to ensure compliance in an unincorporated Club, but this is usually assigned to the honorary secretary and treasurer.
Compliance

In an incorporated entity the board of directors have statutory duties set out in the Companies Act 2014 and in Northern Ireland, the Companies Act 2006 (UK) both of which set out director’s duties including the following:

1. To act in good faith in what the director considers to be the company’s interests
2. To act honestly and responsibly in the company’s affairs
3. To promote the success of the company
4. To act in accordance with the company’s constitution and exercise powers only for lawful purposes
5. Not to use company property for own or others’ use unless approved by the members or by the constitution
6. Not to agree to restrict the directors power to exercise an independent judgement unless approved by the members or by the constitution
7. To avoid conflicts of interest unless released by members or by the company’s constitution
8. To exercise care, skill and diligence
9. To have regard to the interests of the members and employees

It is recommended that this code is applied to all Management Committees.

Furthermore, Clubs must register annually with the Registrar of Clubs. In Northern Ireland the most fundamental legislation to be adhered to for Clubs is the Registration of Clubs (NI) Order 1996 (and all subsequent amendments).

For all Clubs it is vital that they adhere to the Intoxicating Liquor Acts 2003 and The Licensing (NI) Order 1996 (and all subsequent amendments) which sets out the provisions such as, conditions for a Club to maintain a licence, regulated entertainment, opening hours and when children are permitted on a licensed premises.

This provides for registered Clubs to sell alcohol to its members and guests. It is good practice for a Club to assign specific responsibility for this aspect of the Club to one role to ensure these registrations and conditions are complied with.

With respect to contracts particularly relating to the acquisition and disposal of property and assets and the sub-contracting of certain services within the Club such as the bar and the restaurant, the constitution of the Club should set down the policies and procedures with respect to same, renewal, seeking tenders, approval and authority to sign. It is good practice to employ the services of a legal firm to ensure the title or rights of the Club are not compromised and no contract should be entered into unless the constitution has been consulted to ensure it is in accordance with same. The issue of the insurance of Club assets, public liability etc. should be on the annual checklist and again this responsibility should be assigned to a specific role so that assets acquired during the year or changes in circumstances are covered.

6.2 Safety, Health and Welfare


These provide:

“Every employer shall ensure, so far as is reasonably practicable, the safety, health and welfare at work of his or her employees”

Some of the matters addressed are:

• Duties of employers
• Principles of prevention
• Provision of instruction, training and supervision of employees
• Provision of information to employees
• Risk assessment to be undertaken by employers

Every employer who employs more than 3 persons is obliged to make a safety statement which must be brought to the attention of employees at least annually.

6.3 Safeguarding Children and Vulnerable Adults

CGI’s aim is to help our members make golf activities safe for young people whilst encouraging them to reach their full potential. Protecting junior golfers is CGI’s first priority.

The Children First Act 2015 commenced on the 11th December 2017, this includes the provisions in relation to mandatory reporting of child abuse and now places a legal obligation on organisations providing services to children to publish a Safeguarding Policy.

Though the Children First Act does not apply as a legal requirement in Northern Ireland, these guidance documents and the principles of best practice to safeguard children are relevant.
to all golf clubs and should be adhered to as we seek to adopt the highest possible standards and practices on an all-Ireland basis.

Your club must have the following in place and information on all the below can be found on www.cgigolf.org/safeguarding

1. Publish a Safeguarding Policy (Golf’s policy available on www.cgigolf.org/safeguarding which can be adapted and used by your club)

2. Appoint a Club Children’s Officer and a Designated Liaison Person (role descriptions available on our website)

3. Communicate safeguarding procedures to staff, coaches, volunteers, parents, members and juniors.

4. Arrange appropriate training for all those working with juniors

5. Complete appropriate vetting checks (this must be completed before leaders/volunteers/PGA Professionals take up their position in the club)

6. Sign Codes of Conduct annually (codes for leaders, juniors, parents are available in safeguarding policy)

6.4 The Equal Status Acts 2000 to 2011 and the Equality Act 2010 (UK)*

The Equal Status Acts, 2000 to 2011 relates to discrimination based on the following 9 grounds: Gender, Civil Status, Family Status, Age, Race, Religion, Disability, Sexual Orientation, and Membership of the Traveller community.

In general, a Club will be regarded as discriminating if:

- It has rules or practices which discriminate against a member or applicant; or
- A person involved in the Club’s management discriminates against a member or applicant in relation to any aspect of Club business. For example, if a staff member or committee member of a golf Club gives preference to an Irish person applying for membership over an applicant from a different country, this would be regarded as discrimination.

*This legislation only applies in England, there is no such equivalent legislation applicable to private members Clubs in Northern Ireland.

There are a number of pieces of equality legislation in Northern Ireland but no all-inclusive legislation as at the date or writing. Some examples of the existing legislation is as follows: - Sex Discrimination (NI) Order 1976, (and all subsequent amendments), Disability Discrimination Act 1995, Race Relations (NI) Order 1997, Fair Employment and Treatment (NI) Order 1998, Employment Equality (Sexual Orientation) Regulations (NI) 2003. For additional information please refer to The Equality Commission for Northern Ireland. www.equalityni.org

Who decides claims against Clubs that discriminate?

These decisions are made by the District Court and on appeal by the Circuit Court. The Equality Tribunal does not make decisions on claims about Clubs that discriminate.

Any person, including the Equality Authority, can apply to the District Court for a declaration that a Club discriminates.

If this is found to be true and it is the first order made against the Club, the District Court can suspend the Club’s certificate of registration to sell alcohol for up to 30 days. If a Club is found to discriminate a second time, its certificate of registration will not be renewed.

However, employees of the Club should not be placed at a disadvantage by this order. Under the Acts, the Club can appeal the decision to the Circuit Court. Also, the Club can apply to the District Court (usually after it has made some changes) to see if it is still considered to be a discriminatory Club. Actions taken to the District Court and the Circuit Court may involve costs.

6.5 Data Protection

The Data Protection Act 1988 and the Data Protection Act 1998 sets out the rules to be followed by any organisation obtaining and storing information on others. It sets out:

- How information may be stored
- How long it may be retained
- Who may access it
- Employee details which must not be disclosed
- Procedures in relation to employee references
- Information to be retained on members
- The permitted use of membership lists

Clubs do not have to be registered with the Data Protection Commissioner but they are subject to the legislation. There are eight basic questions which must be addressed:

1. Was the information obtained fairly and with the knowledge of the individual?
2. Was the purpose of the information clear?
3. Are all staff aware of the rules relating to the use and disclosure of the information?
4. Is the information secure and are there procedures in place to ensure same?
5. Is the information adequate and relevant but not excessive?
6. Is the information accurate and up-to-date and are there procedures in place to keep it updated?
7. Is the information retained for the legally defined period and is there a policy in place to destroy unnecessary information?
8. Is there a policy in place relating to the granting of access to the information and has a responsible person been appointed to control this?

6.6 Food Hygiene

All Clubs which serve food are legally obliged to comply with the food hygiene regulations and in particular Hazard Analysis and Critical Control Point (HACCP) which system enables you to identify and control any hazards that can endanger the preparation of safe food. The Food Safety Authority is the regulatory body responsible for food safety in Ireland. The Committee should ensure that the HACCP system is adhered to and food safety legislation is complied with. Food hygiene in Northern Ireland is governed by the Food Hygiene (Northern Ireland) Regulations 2006 (and all subsequent amendments).

6.7 Environmental

The committee should ensure there are procedures in place to comply with the Protection of the Environment Act 2003 and the primary legislation in Northern Ireland is the Waste and Contaminated Land Order 1997 which includes the following:

- Waste disposal
- Habitat protection
- Air
- Water – usage, conservation, protection of rivers and water courses
- Run-off into waterways
- Use of and disposal of chemicals, oils, fertilisers, herbicides, pesticides
- Noise

The Golf Environmental Organisation (GEO) awards a certificate for golf facilities which satisfy certain environmental criteria.

6.8 Employment Law

There is a vast array of employment legislation that must be complied with which for most Clubs is beyond the resources available to them and therefore it is best practice to consult with an employment consultant on any matter which arises where you do not have full knowledge of the legislation concerned. Some of the areas to be addressed are:

- Employment contracts
- Equality
- Terms of employment including minimum wage, notice periods, holiday pay, parental and maternity leave,
- Harassment
- Redundancy
- Disciplinary procedures, ensuring they are fair and proper
- Record keeping

The National Employment Rights Authority (NERA) and The Employment Rights (Northern Ireland) Order 1996 can provide additional information.

See links to all legislation mentioned in this chapter in the useful links at Appendix XIV.
The management of risk is an integral part of good management practice. There is a direct relationship between risk and opportunity in all Club activities, and as such, a Club needs to be able to identify, measure and manage its risks in order to be able to capitalise on those opportunities and achieve its goals and objectives.

Risk Management is the practice of systematically identifying and understanding risks and the processes in place to manage them. Ultimately, the process gets you to a point of deciding whether, in the context of a particular activity, a risk is acceptable or requires further action. It allows a Club to be pro-active rather than re-active – creating a safer environment and “legally safer” operational procedures.

To be most effective, risk management should become part of a Club’s culture and should be integrated into its philosophy, practices and business plans rather than being done in isolation. It should be driven by your Club’s Management Committee and senior management (if applicable) and be promoted as the responsibility of everyone.

7.1 Review Process

A five step process should be adopted to undertake the review:

- Step 1 – Establish the context
- Step 2 – Identify the risks
- Step 3 – Analyse the risks
- Step 4 – Evaluate the risks
- Step 5 – Treat the risks
7.2 Review Outcomes

All risks are individually ranked as either catastrophic, major, moderate or minor having regard to:

- The impact of an event type
- The likelihood or frequency of such an event type occurring
- The effectiveness of the risk mitigation strategies and controls currently in place to manage such a risk event

7.3 Risk Identification

The following table summarises possible risks:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk ID</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Risk Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant loss of revenue</td>
<td>GC01</td>
<td>Major</td>
<td>Unlikely</td>
<td>Major</td>
</tr>
<tr>
<td>Lack of adequate insurances</td>
<td>GC02</td>
<td>Moderate</td>
<td>Possible</td>
<td>Major</td>
</tr>
<tr>
<td>Failure of Health &amp; Safety practices</td>
<td>GC03</td>
<td>Minor</td>
<td>Unlikely</td>
<td>Minor</td>
</tr>
<tr>
<td>Failure of Management Committee to execute its responsibilities</td>
<td>GC04</td>
<td>Minor</td>
<td>Unlikely</td>
<td>Minor</td>
</tr>
<tr>
<td>Failure to provide a Club in demand</td>
<td>GC05</td>
<td>Moderate</td>
<td>Possible</td>
<td>Major</td>
</tr>
</tbody>
</table>

7.4 Risk Priority

The diagram below depicts the risk priority (impact v likelihood) of each risk.
The following are the key areas of risk and the related questions which must be addressed:

- Funding – what are the factors that could cause this to decrease and what steps could be taken to mitigate against this?
- Resources – what are the essential resources that the Club needs to continue to operate and how would the Club continue when resources are limited?
- Membership – what would cause a decrease in membership numbers and what actions can the Club take to mitigate against this?
- Reputation – what are the factors that could lead to reputational damage? These will need to be anticipated, managed and controlled?
- Communication – is there an effective communications strategy in place with specific procedures and protocols?
- Compliance – what procedures are in place to ensure compliance with relevant legislation and to provide assurance to officers that the Club is compliant?
- Succession – what procedures are in place to ensure there is committee continuity?
- Service Quality – what effect would a reduced service quality have?
- Demand – are the demands on the Club increasing and what procedures are in place to meet these demands?
- Accounting – are there controls in place to ensure complete, true and fair records are maintained?
- Strategy – what are the barriers to fulfilling the Club’s strategy and what policies are in place to overcoming these barriers?

This kind of review represents an assessment of risk at a point in time. A Club must conduct its activities in a changing environment due to the dynamics of both the strategic and organisational environments.

The risk profile enables the committee and staff (if applicable) to make conscious decisions about risk. The options available to the Management Committee after a risk profile has been completed are:

- Accept the level of risk as being acceptable considering the risk/control philosophy of the Club, the adequacy of the current control environment and the cost of strengthening the control environment.
- Terminate the activity.
- Transfer the risk associated to the activity (usually through outsourcing or insurance).
- Reduce the potential consequences or likelihood by modifying/strengthening the control environment.

The value of this exercise is in the action plans and reporting put in place to ensure that control effectiveness is improved over an agreed period.

The Management Committee should update the implementation of action plans during the year and implement a similar review in the future to support their strategic planning process and assess the degree of change in the Club’s risk position.

---

**Risk Management**

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme</td>
<td>Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention</td>
</tr>
<tr>
<td>Major</td>
<td>Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation</td>
</tr>
<tr>
<td>Medium</td>
<td>Medium risks that are likely to arise or have serious consequences requiring attention</td>
</tr>
<tr>
<td>Minor</td>
<td>Minor risks and low consequences that may be managed by routine procedures</td>
</tr>
</tbody>
</table>

An illustrative risk register is included at Appendix IX.
OFFICER DO’S AND DON’TS

Summarised below are the key things which a Management Committee member of a golf Club should always do:

• Act honestly and with due care, skill and diligence
• Always act in the interests of the Club
• Set a vision and objectives for the Club
• Disclose any conflicts of interest at the earliest opportunity
• Be open and transparent with all stakeholders
• Prepare for, attend and contribute to Management Committee meetings and any sub-committee meetings which he/she is participating in
• Ensure the Club complies with all relevant legislation
• Undertake a review of the Management Committee on an annual basis and encourage committee renewal
• Adopt the corporate governance code for voluntary organisations as it applies to your Club
• Seek professional advice, where necessary
• Prepare annual financial statements and arrange for an audit to be undertaken
Officer Do’s and Don’ts

- Extend a duty of care and respect to the employees of the Club and comply with employment legislation
- Undertake a risk assessment review and develop a risk strategy
- Implement appropriate procedures and processes across all sections of the Club
- Appoint various sub-committees of the Management Committee to undertake key functions
- Clearly distinguish between the roles and responsibilities of the committee and management
- Drive the Club by working with management and providing in-depth organisational insights

Summarised below are the key things which a Management Committee member of a golf Club should not do:

- Incur debts which you know the Club won’t be able to pay
- Use Club assets or property for your own benefit
- Act negligently or recklessly
- Be influenced by others to vote in a particular way
- Breach confidentiality regarding Club business in all matters discussed at Management Committee meetings
- Miss Management Committee meetings except where it can’t be avoided
- Ignore relevant legislation
- Act in a way that will damage the reputation of the Club, remember you represent the Club
- Sign a document unless you understand what it states and have the desired level of understanding with regard to its contents
APPENDICES
Appendix I

Corporate Governance Checklist

Set out a clear vision for your Club.

Develop a strategic plan for the Club and monitor and evaluate it annually with the Management Committee and the general manager.

Outline a yearly work plan with a budget and timelines to achieve your vision and review annually.

Assign responsibility for the various roles and ensure that everyone is clear about their role.

Develop a code of conduct for Management Committee members.

Ensure that someone is responsible for complying with the regulations of the Club.

Ensure that someone is responsible for communication with all stakeholders and listens to their views.

Undertake Management Committee training and review the performance of the Management Committee annually.

Ensure that Management Committee members are familiar with the Governance Code and the Club’s constitution.

Ensure that minutes are taken of meetings and reviewed annually to determine how the operations of the Management Committee can be improved.

The Management Committee should ensure that there is an ethical culture in the Club.

Distinguish between the role of the Management Committee and of the Men’s and Ladies Golf Committees.

Distinguish between the role of the Management Committee and the role of staff.

Put in place a monitoring and evaluation process to manage and support staff and volunteers.

Appoint a Club honorary secretary to ensure compliance with all regulatory and governance requirements.

Develop a health and safety statement.
Develop policies on employment, equality, data protection, child protection, food safety etc.

Appoint a person with responsibility for ensuring compliance with terms and conditions for grants and other funds received.

Monitor the financial affairs of the Club on a regular basis.

Ensure financial management by implementing appropriate procedures, systems and controls for the Club.

Ensure that annual accounts are prepared, audited, approved by the Management Committee and presented to members.

Produce an annual report for stakeholders and any other fund providers.

Ensure that the annual report includes statements on compliance with relevant governance codes and regulations.

Set out in writing the responsibilities of the General Manager and carry out appraisals at least twice a year.

Develop a clear statement of the division of responsibilities between the Management Committee and the General Manager.

Appoint an audit committee of at least three officers – the Chair of the Management Committee should not be Chair of the audit committee.

Complete a detailed list of all risks to the Club and develop a plan to mitigate same.

Ensure that the Management Committee receives a risk report each year, including a business continuity plan.

Develop a Management Committee induction process for new committee members, including signing of a code of conduct and terms of reference regarding officers’ duties.

Appoint a sub-committee to carry out annual reviews of the operations of the Management Committee and its sub-committees.

Agree an officer appointment strategy to ensure diversity of skills, gender, experience etc.
Appendix II

Template Terms of Reference

Terms of Reference for the Management Committee of XX Golf Club

Purpose
Set out the purpose of the management committee. This should typically be: - to provide leadership and strategic direction focusing on the vision, core values and the objectives of the Club

Authority
What authority does the management committee have/ not have and from whom do they get that authority. Much of this should be taken from the Club constitution.

Membership
Set out what the membership of the committee is – this should be taken from the Club constitution. Additionally, the quorum for meetings should be set out to ensure all decisions made are valid.

Role & Responsibility
Set out the key roles and responsibilities of the Management Committee. These should at a minimum include the following: -

- Establish a vision and strategy for the Club for a 3-to-5-year period;
- Draft a business/operational plan for the next 12 months;
- Monitor progress annually against agreed goals and objectives;
- Review the core values of the vision at least every four years;
- Monitor performance, financial expenditure, risk and resource allocation against the business/operational plan at least quarterly;
- Ensure the maintenance of a sound financial and resource platform at all times;
- Build effective relationships with external partners as required by the Club;
- Undertake training as appropriate and participate in an annual evaluation process and individual evaluation;
- Attend events and meetings as appropriate and act as hosts to partners, sponsors and other stakeholders as required.

Reporting
Set out the reporting requirements of the Management Committee, on what is required to be reported, to whom and how often.

Note: The majority of the terms of reference should come from the Club constitution. Where gaps are identified to ensure the effective management of the golf Club, amendments to the Club constitution may be required.
Appendix III

Template Strategic Plan

**Our Vision:** ...
Our vision is to provide an exceptional golfing and social experience by charting a course for the club to be best in class in the market segment it wants to operate in.

**Our Mission:** ...
Our mission is to provide a course for our Members which is both challenging and enjoyable.

**Our Core Values:** ...
- Enjoyment by Members of a first class golfing facility;
- Consultation with Members on all major decisions in an open and transparent manner;
- A respectful, friendly and caring attitude towards members, staff and guests;
- Embracing change in an innovative and progressive manner while respecting tradition;
- Protecting the environment and wildlife;
- Honesty and integrity in everything we do;
- Integrating with the local community.

**The Course:** ...
There shall be a Course Sub-Committee whose function shall be to set the policy for the development of the course and liaise with the Course Manager in relation to the care and maintenance of the course. The Course Manager and the Club Professional will also sit on this Sub-Committee.

**Our Membership:** ...
We shall undertake a membership survey to identify the expectations of the members and design a plan to meet same in conjunction with the development of the club. We undertake to seek the views of members and ensure open lines of communication.

**Our People:** ...
Our people are a key component of our club, its development and success. We undertake to examine our structures to determine if they can be improved to achieve our objectives. We undertake to include our staff in the implementation of the strategic plan and to seek their views in the development of same.

**Golf:** ...
The development of golf and increasing the numbers playing the game shall be a cornerstone of the strategic plan, the growth of junior golf is paramount to this aspect of the plan.
**Clubhouse and Social: ...**
As well as a focal point for social events of the club the clubhouse facility shall be the connection with the wider community, providing a source of revenue to assist in the implementation of the strategic plan.

**Marketing & Communications: ...**
The addition of a Marketing and Communications Sub-Committee will assist the club in examining ways to boost its income and to improve communication with our members and increase membership numbers.

**Finance and Governance: ...**
Our aim is to achieve better administration of the financial responsibilities of the Club and to utilise Members with the appropriate expertise. We plan to undertake a risk assessment, to identify and address key risks.

**Guiding Principles:**
- Respect
- Honesty
- Integrity
- Growth
- Development
- Financial stability
- Open
- Communication
- Inclusion
- Staff Retention
- Membership
- Development
- Junior club
- Enhancement
- Environmental
- Protection
- Governance

**Key Drivers:**
- Membership enjoyment and inclusion
- Financial stability and growth
- Course protection and development
- Transparency and good governance
- Excellent Facilities

**Strategic Priorities:**
1) Membership…
2) …
3) …

1) Finances
2) …
3) …

1) Governance
2) …
3) …

1) Facilities
2) …
3) …

1) Structures
2) …
3) …

**Targets / KPI’s/How will we measure success:**

1) Membership Numbers
2) …
3) …

1) Cash flow Balances…
2) …
3) …

1) Compliance.
2) …
3) …

1) Set improvements attained
2) …
3) …

1) Improved operations
2) …
3) …
Appendix IV

Induction Package Documents

- Contact details for all committee members
- Committee Charter
- Committee Code of Conduct
- Committee Calendar
- Club Constitution - Copy
- Club Bye-laws
- Club Adopted Policies and/or Procedures
- Strategic Plan & any current Business/Operational Plan
- Annual Report
- Current Financial Year Budget
- Committee Minutes (last two meetings)
- Organizational Chart
- Role descriptions for your position and other committee positions
## Handover Induction Procedures

<table>
<thead>
<tr>
<th>New Committee members should be informed by written position descriptions about their roles and responsibilities.</th>
<th>New Committee members should be welcomed and encouraged to contribute.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A senior official should brief the new Committee members about the Club, its history and plans for the future.</td>
<td>New Committee members need to know where the Club’s documents are and should be provided with copies of key items e.g. Constitution, Minutes, previous Annual Report, and the Committee Charter.</td>
</tr>
<tr>
<td>All new Committee Members need to be supported in their role and acknowledged for their contribution.</td>
<td>New Committee members should be provided with access to a past official who can answer questions on how the Club works</td>
</tr>
</tbody>
</table>
Appendix V

Template Meeting Agenda

Agenda
[Insert Name of Club] Management Committee Meeting

Time, Date & Venue

Business

1. Welcome
2. Apologies
3. Confirmation of Minutes of previous Meeting
4. Matters arising from the Minutes
5. Officer Reports
6. Inward and Outward Correspondence
7. Sub-Committee Reports
8. Special Projects
9. General Business
10. Closure and date of next meeting
## Appendix VI

### Management Committee Annual Self-Assessment

<table>
<thead>
<tr>
<th>RECORD YOUR VIEW OF BOARD/COMMITTEE PERFORMANCE</th>
<th>RATING 0 Disagree up to 5 Agree</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Has a mission statement appropriate for the Club and that everyone is familiar with.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Developed long-term goals and a strategic plan for the Club.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Established and/or reviewed Club policies and objectives adapting to current needs and compliance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Worked well with the supporting volunteers and staff (if applicable).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 A climate of trust exists between committee members and the volunteers and staff (if applicable).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Understood its responsibilities to speak with one voice.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Sees that its actions are adequately communicated to members.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Was responsive to tasks delegated by the Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Carried out its meetings in an efficient, professional manner.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10. Held meetings that were well attended.

11. Conducted meetings that were inclusive and welcome diverse views.

12. Prepared clear reports for Management Committee action.

13. Was timely in completing and delivering reports.

14. Kept its involvement to policy, except for operational matters in its charter.

15. Worked with a well-defined set of responsibilities, which the members understood.

16. Focused on their own job rather than the general manager’s job (if applicable).

17. Contains a sufficient range of expertise to make it an effective governing group.

18. Approved risk management strategies.

19. Appraised the general manager (if applicable) systematically and remunerates him/her appropriately.

20. Conducted an induction of new committee members.

Each Committee member:

21. Appreciated the Management committee’s role in the governance structure.

22. Had the qualifications appropriate for the Management Committee’s work.

23. All Management Committee members put in the required effort.


25. Demonstrated a commitment to teamwork.

26. Contributes to Committee succession planning.

27. Set an example by abiding by all Club rules and policies.
Appendix VII
Sample Members Survey

Club Survey Template

Which category of membership do you fall into?
• Ordinary
• Honorary
• Associate
• Six Day
• Pavilion
• Overseas
• Youth

Gender:
• Male
• Female

Age Profile:
• 10-18
• 19-24
• 25-34
• 35-44
• 45-54
• 55-64
• 65-74
• 75+

How long have you been a member of xxxxxxx Golf Club?
• Less than a year
• 1-5 years
• 6-10 years
• 11-15 years
• 16-20 years
• 21+

What is your average commute time to xxxxxx Golf Club?
• 0-10 minutes
• 11-20 minutes
• 21-30 minutes
• 31-1 hour
• 1 hour +

How would you rate the condition of the golf course over the last year?
• Excellent
• Very Good
• Satisfactory
• Disappointing
• Bad

How often do you visit the xxxxxxx Golf Club website?
• Daily
• Weekly
• Monthly
• Never

How easy is it to get a tee time when you want one?
• Very Easy
• Fairly Easy
• Fairly Difficult
• Very Difficult

How often do you use the online booking system?
• Weekly
• Monthly
• Never

How would you rate the condition of the golf course over the last year?
• Excellent
• Very Good
• Satisfactory
• Disappointing
• Bad

How often do you play xxxxxxx Golf Club in Winter?
• More than twice per week
• 1-2 times per week
• 1-2 times per month
• Seldom/Never

How often do you play xxxxx Golf Club in Summer?
• More than twice per week
• 1-2 times per week
• 1-2 times per month
• Seldom/Never

How would you rate the communication from the club (website, emails, twitter, updates)
• Excellent
• Very Good
• Satisfactory
• Disappointing
• Bad
How would you rate the pace of play on the course?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

What is your preferred day to play at weekends?
- Saturday
- Sunday
- Both Saturday and Sunday
- Either Saturday or Sunday
- Don’t play at weekends

What is your preferred time to play at weekends?
- AM
- PM
- No preference

How do you rate the Bar service?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

How do you rate the Bar in terms of Value for money?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

How do you rate the restaurant's quality of food?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

How do you rate the Restaurant in terms of Value for money?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

How do you rate the shower and changing room facilities?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

How do you rate the Pro Shop Service?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

How do you rate the Pro Shop in terms of Value for money?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

Have you ever utilised our PGA professional for lessons?
- Yes
- No

How effective do you rate our administration service?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

How do you rate the overall leadership of the club?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

Did you attend any social events in the club last year?
- Yes
- No

If you attended any social events, how did you rate them?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

Would you recommend xxxxx Golf Club to a friend, family etc
- Definitely
- Maybe
- Definitely not

How would you rate the sense of value you get from being a member of XXXXXX golf club?
- Excellent
- Very Good
- Satisfactory
- Disappointing
- Bad

Please expand:
If you were in charge of the club for a day what changes would you like to implement?
## Appendix VII

### Template Communication Plan

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>KEY COMMUNICATIONS</th>
<th>MESSAGE &amp; ACTIVITIES</th>
<th>TASKS</th>
</tr>
</thead>
</table>
| **New Members (Joined in last 12 months)** | • Communicate calendar of events  
• New member activities / welcome events  
• Club policies & procedures  
• Key contacts | • Welcome to the club  
• Support new member to become established within the club environs | • Develop new member database  
• Track communications to date  
• Track responses and feedback and update communications plan |
| **Club Committee**           | • AGM dates & meeting minutes  
• Club operations and administration | • Demonstrate the good running of the club | • Keep informed of key activities and progress of club operations |
| **Green Fees (visitors)**    | • Information on open days  
• Current green fee rates  
• Special offers | • Promote the club to new visitors and tourists | • Track green fees and develop promotional email campaign |
| **Youth / Junior Members**   |                                                                                   |                                                                                      |                                                                      |
## Appendix IX

### Sample Risk Register

<table>
<thead>
<tr>
<th>No</th>
<th>Risk Category</th>
<th>Risk</th>
<th>Current Controls</th>
<th>Residual</th>
<th>Impact</th>
<th>Likelihood</th>
</tr>
</thead>
</table>
| 1. | Financial     | Falling membership which may impact the facilities and services made available to members | 1. Companies being targeted to identify new members  
2. Group membership being offered as incentive to join |          | 3      | 3          |

[INSERT NAME OF GOLF CLUB]  
RISK REGISTER
<table>
<thead>
<tr>
<th>Score</th>
<th>Risk Owner</th>
<th>Future Controls &amp; Actions Required</th>
<th>Dates</th>
</tr>
</thead>
</table>
| 9     | Membership Chair | Committee to be established to consider options to be brought to the next AGM  
• Alternative income streams  
• Membership categories  
• Membership fees | 31 May |
### Appendix X

Examples of Rules to be included in Club Constitutions

<table>
<thead>
<tr>
<th>TITLE AND OWNERSHIP</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The name of the Club shall be………</strong></td>
<td>The ownership of club property shall be vested in …………………</td>
</tr>
<tr>
<td><strong>Membership of the Men’s Club</strong></td>
<td>shall consist of Male Members who are affiliated to the GUI</td>
</tr>
<tr>
<td><strong>Membership of the Ladies’ Club</strong></td>
<td>shall consist of Female Members who are affiliated to the ILGU</td>
</tr>
<tr>
<td><strong>Membership of the Parent Club</strong></td>
<td>shall consist of all members of each of the Men’s and Ladies’ Club.</td>
</tr>
<tr>
<td><strong>Objects of the Parent Club</strong></td>
<td>Provide facilities for the playing and promotion of the amateur game of golf by Men, Women and Juveniles and generally promote games and other social activities amongst its members.</td>
</tr>
</tbody>
</table>

| Objects of the Men’s Club            | Promote the Amateur game of golf amongst its Members.          |
|                                      | Apply for Affiliation of the Golfing Union of Ireland and undertake, in writing to accept and abide by the Constitution and Bye-Laws of such Union and the Bye-Laws of the Branch in whose Province the club is situate. |
|                                      | Accept and apply the Standard Scratch Score and handicapping scheme as prescribed by the Council of National Golf Unions and such rules there under as may require to be implemented from time to time by the Golfing Union of Ireland. |
|                                      | Accept and recognise the Royal and Ancient Golf Club of St Andrews as the sole authority for prescribing and implementing the Rules of Golf and Rules of Amateur Status. |
|                                      | Accept that the Parent Club is the overall authority for administering the affairs of both the Men’s and Ladies’ Clubs subject as provided in these rules. |

| Objects of the Ladies’ Club           | Promote the Amateur game of golf amongst its Members.          |
|                                      | Apply for Affiliation of the Irish Ladies’ Golf Union and undertake, in writing to accept and abide by the memos and articles of association of the Irish Ladies’ Golf Union. |
|                                      | Accept and apply the Standard Scratch Score and handicapping scheme as prescribed by the Irish Ladies’ Golf Union and such rules there under as may require to be implemented from time to time by such Union. |
|                                      | Accept and recognise the Royal and Ancient Golf Club of St. Andrews as the sole authority for prescribing and implementing the Rules of Golf and Rules of Amateur Status. |
|                                      | Accept that the Parent Club is the overall authority for administering the affairs of both the Men’s and Ladies’ Clubs subject as provided in these rules. |
### Trustees

<table>
<thead>
<tr>
<th>Number</th>
<th>Term of Office</th>
<th>How elected</th>
<th>Power</th>
<th>Can they attend Management Meetings with/without vote</th>
<th>Insurance Indemnity</th>
</tr>
</thead>
</table>

### Officers

Define who are the Officers of the Parent Club, Men’s Club and Ladies’ Club

### Election of Officers and Members to Committees

Procedure, term of office, elected by whom?

### Meetings

Management Meetings, Men’s Club Meetings, Ladies’ Club Meetings, AGMs, Special Meetings

### Function of Management Committee

- Employment of Staff
- Make and alter Bye-Laws
- Local Rules
- Appoint Sub-Committees
- Definition of categories of Membership and the privileges and benefits of each category
- Number of members in each category
- Entrance Fees and Subscriptions
- Rules governing the use of the course.
- Admission of Members

### Function of Men’s and Ladies’ Committee

Running the golf affairs of each club, competitions, handicapping etc.

### Finance

Rules governing the finance of the Parent, Men’s and Ladies’ Club
- Payment of GUI and ILGU affiliation fees and branch levies.
- Keeping accounts and records.
- How is each club financed? What happens to surplus/deficits in either Men’s or Ladies’ Club?

### Admission of Members

Rules and procedures governing the election of Members

### Visitors and Temporary Members

Rules and procedures

### Termination of membership (resignation and expulsion)

In what circumstances – what is the procedure for termination of membership

### Disciplinary Procedure

Outline process to be followed.

### AGM’s and EGM’s

Parent Club, Men’s Club and Ladies’ Club
- Notice, agenda, timing, procedures
- Who Chairs each meeting? Own vote and/or casting vote? How appointed?
- Method of Voting – procedures for show of hands or ballot

### Minute Books

Record of meetings of each club – who is responsible

### Registration of Club Acts

Intoxicating Liquor Act

### Changes to Rules

What procedure is to be followed

### Winding-Up clause

Members should not benefit from the winding up of the club.

---

The Men’s Club must also ensure that its responsibilities to comply with the CONGU Unified Handicapping System are met by ensuring its handicapping appeals procedure complies with the Golfing Union of Ireland’s Disputes and Appeals Handbook (see https://www.golfnet.ie/about-us/governance).

Appendix XI
Examples of Bye-Laws

The Bye-Laws are made by the Management Committee in accordance with the Constitution of the Club – they can be amended by the Management Committee at any time.

The Bye-Laws are set out under 4 main headings: -
1. Definitions
2. The Course
3. The Clubhouse
4. General

1. Definitions Section

The Bye-Laws of the Club are the rules that govern the proper conduct and management of the Club and Course. They are designed to provide that the facilities and amenities of the course and the clubhouse are made available to all classes of membership in a fair and equitable manner having regard to their membership category.

On a Competition Day, all members playing golf must play in the format of the competition for that day.

An adult member is a member of the Club who has the status of ............

A visitor is a guest of a member and has been introduced in accordance with the Rules of the Club for the purposes of enjoying the facilities of the Club.

The playing rights of Juvenile members shall be .................

Priority of play on the golf course shall be in the following order:-
1. Club competitions;
2. Club matches;
3. Adult members;
4. Juvenile members.

Practice Ground – Rules governing the use of the Practice Ground

Majors: The competitions designated as Major for Men and Ladies are:

THE COURSE

1. Etiquette
Players shall observe the general regulations regarding courtesy, priority and care of the course as outlined in the Rules of Golf approved by The Royal and Ancient Golf Club of St. Andrews.

2. Use of the Course
• Players shall not “cut-in” on any part of the course unless the previous hole is clear from tee to green.
• There shall be no “cutting in” while a competition is in progress.
• Practice on the course is prohibited.

A single player shall give way on the course.

If a match:
• fails to keep its place on the course
• loses more than one clear hole to the players in front
• is unduly delayed in searching for a ball
• it must allow the players following to pass.

Designated playing times – What competitions are played when and specific playing rights of categories of members

(a) Mondays

(b) Tuesday
This is a competition day for those affiliated to the ILGU and the first tee is reserved for such competitions up to 6.30pm. Other classes of members may start play from the first tee, only if the
first hole is clear from tee to green, but must give priority on the course to ILGU members who are playing in the competition; and also play the same format as the ILGU competition.

(c) Wednesdays
The first tee is reserved for Juvenile Competitions from June to September between 07.30am and 10.00am

12.00 pm to 6.00 pm invitation competitions for Full, Six-Day, Junior and Five-Day members and their guests. Guests must also be affiliated to the GUI or ILGU or a recognised Overseas Golfing Union and must have an official handicap. A timesheet will be in operation and only members playing in the competition may enter their names on the timesheet.

Thursdays
Societies have preference

Saturdays
• This is the competition day for full members of the Club’s GUI and ILGU affiliates
• Other categories of members eligible to play on Saturdays may tee off if the 1st hole is free from tee to green but must give priority on the course to members playing in the competition.
• Six-Day members may play on Saturday evenings after the timesheet and any other subsequent club competition timesheet has closed.

Sundays

Country and Overseas Members
• Country members shall not be eligible to play in GUI competitions held on Saturdays.
• Overseas members may play in GUI competitions held on Saturdays except Majors.
• Country and Overseas members (ILGU) shall be eligible to play in all (ILGU) competitions except Majors.

Juvenile Members Playing Rights.
Juvenile Members have priority during juvenile competition otherwise must give way to other classes of members on the first tee, practice area and putting green.

Green Fees
Green fees and the times of acceptance shall be those prescribed by the “Committee” from time to time. Every playing visitor must be a member of a recognised golf club and must procure a ticket bearing the visitor’s name and the date of the visit. A member introducing a guest(s) must, in addition to procuring a ticket for each visitor, enter his/her name in the visitor’s book.

Green fees must be paid before commencing play. Junior and Juvenile member’s may not introduce visitors on competition days.

Closing the Course
The Committee shall have power to close the course, or any part thereof, from time to time, as it deems necessary.

The Clubhouse
Rules governing the use of the clubhouse.

General
These Bye-Laws, shall be binding on all members and any person who uses the course or the Clubhouse facilities.

Animals
or pets with the exception of service animals shall not be brought on to the course or into the Clubhouse.

Complaints
(a) All complaints shall be made in writing to the General Manager who shall endeavour to resolve the matters at issue and if unable to do so shall submit them to the Committee whose decision shall be final.

Dress codes
introduced by the Committee must be complied with by members and guests.

Notices
No notices, placard or collection box shall be posted in the Clubhouse without the permission of the Committee or the General Manager. Furthermore, no member shall write on, mark or deface in any way, any official notice posted on the course or in the Clubhouse.
Appendix XII

Guidelines For Clubs Seeking Affiliation To The Irish Ladies’ Golf Union

Prior to application for affiliation to the Irish Ladies’ golf Union (ILGU), the proposed Club must have a golf course and a premises or Clubhouse. There shall be a minimum number of 15 paying Lady Members or pay the minimum fee of €420 which is equal to 15 members.

A Club applying for affiliation must agree, in writing, to make available, at reasonable intervals, the facilities of the Course and the Clubhouse to the ILGU and to the Executive Committee of the District in which the Course is situated. A copy of such letter of agreement must be submitted with the application form.

The Constitution of the Ladies’ Club must include the following points:-

• Accept and comply with the Memorandum of Association, Articles of Association, Bye-Laws and Regulations of the ILGU.
• Accept and comply with the Rules of Golf as approved by the R&A.
• Accept and comply with the Rules of Amateur Status as approved by the R&A Accept and comply with the UHS as prescribed by CONGU.
• Be proposed by the ladies’ branch of one club and seconded by the ladies branch of another. The Proposer and seconder must have been affiliated to the ILGU for a minimum of five years.
• Have access to a course or links of a standard which warrants the allocation of an official Scratch Score.
• Have a club house or premises which shall be the official address of the club.
• Hold an Annual General Meeting before a specified date each year at which only members of the Ladies Club/Branch are entitled to vote and non-voting observers, if permitted, are in attendance. The officers and committee of the Ladies Club/ Branch are elected annually at the AGM from among the voting members to administer the affairs of the club for the ensuing year.
• Have a Ladies Club comprising of at least the following officers: Captain, Hon Secretary and Handicap Secretary.
• Have a minimum of 15 amateur female voting members. Clubs with less than 15 female voting members may be accepted for membership at the discretion of the Board on payment of a fee equivalent to a minimum of 15 members.
• Maintain an accurate register of all members on Golfnet.

The Ladies’ Club/Branch (hereinafter known as the Club) must be under the control of the Ladies’ Committee.

Guidelines for Club setting up – will change based on size of club

Meetings
The Club shall hold an Annual General Meeting to elect the Honorary Officers and Committee members, and to consider any changes in the Constitution of the Club. No change shall be made which would conflict with the Constitution of the ILGU. Committee meetings should be held regularly, at least 8 per annum.
Minutes of these meetings shall be kept, in separate books, by the Honorary Secretary, and shall be passed and signed by the Chair at subsequent meetings. The Chair (usually the Lady Captain) shall have a casting vote.

The Committee
The Committee shall consist of the Honorary Officers and a minimum number of other elected Ordinary members. The number of Ordinary Committee members should exceed the number of Honorary Officers by at least one.

Honorary Officers
The following Honorary Officers should be elected to the Committee: - Captain (for one year), Honorary Secretary/Treasurer and Honorary Handicap Secretary. In addition, a President, a Vice-Captain, an Honorary Treasurer and a Tournament Secretary may be elected, if deemed necessary.

The suggested term of office for the Honorary Officers should not be less than 3 years and should not exceed 5 years. Ordinary Committee members should retire by rotation, having served 3 years and not be eligible for re-election for one year.

This Committee is responsible for making rules governing competitions and club business. All correspondence to the Ladies’ club must be brought to and discussed at Committee meetings. All decisions must be made by the Committee, NOT by any one individual.

Handicap Committee
There should be a special Handicap Committee consisting of the Honorary Handicap Secretary and at least two other members, not necessarily Committee members.

The Honorary Treasurer
The Honorary Treasurer shall keep full and detailed accounts and records showing the financial affairs of the Club.

All cheques shall be signed by two signatories, as authorised by the Committee.

She shall ensure that the annual subscription for every female member of the Club entitled to play golf, shall be paid each year to the ILGU. In some clubs this may be the responsibility of the office but the Hon Treasurer of the Ladies Club should confirm the number and category of members.

The Honorary Treasurer shall issue an audited account of the affairs of the Club for the financial year for consideration by the Ladies Committee and for subsequent presentation and approval by the members at the AGM of the Club.

Resignation, Leave of Absence Expulsion or Suspension
In the event of resignation, leave of absence, expulsion or suspension of a member, she shall be required to return her handicap card to the Hon. Handicap Secretary of the Club.

Equality
Please ensure that your Constitution complies with the Equal Status Act of 2002 and that it has been approved by your Club Solicitor.
Appendix XIII
Golfing Union Of Ireland

Application for affiliation by a club

GUIDANCE NOTES

1. The Club’s Constitution:

(a) The Golfing Union of Ireland invites those wishing to form a Club to consult with the relevant Provincial Branch for guidance in preparation of a Club Constitution.

(b) When affiliation is granted and the SSS has been approved, the Club must exercise control over any outside body using the course, particularly in respect of the Rules of Amateur Status and with particular regard to the conditions relating to prizes.

Proprietary courses over which Affiliated Clubs are permitted to play must be made aware of their responsibility for enforcing this clause by those using their courses and that failure to do so could jeopardise the status of any Affiliated Club which plays thereon.

(c) In respect of members whose annual subscriptions are not paid by the due date, and non-members playing the course on a green fee basis, it is recommended that the Club seek legal guidance in preparation of the Club Constitution.

(i) The Club’s course must be suitable for the playing of Medal Competitions.

(ii) If the Club wishes to use a course it does not control, the Club must have access on a regular basis. The Club’s course must be professionally measured in accordance with the requirements laid down in the CONGU Unified Handicapping System and must be course rated (USGA System) by a rating team appointed by the Provincial Branch.

(iii) Any application to increase or decrease the basic SSS of a new course (e.g. additional shots for course value) must be made to the Provincial Branch.

(c) After affiliation has been granted any alterations to the measured length of a course must be notified to the Provincial Branch. If such an alteration results in the total yardage of the originally approved course being revised, notification must be given to the Branch immediately.

2. The Course:

(a) On receiving an application, the Provincial Branch shall carry out a full inspection of the Club’s course and clubhouse by a member of or person nominated by the Provincial Council.

(b) Before affiliation is accepted:

3. After Affiliation:

(a) The Golfing Union of Ireland and the relevant Provincial Branch will notify the Club of its affiliation.

(b) The Provincial Branch will be responsible for giving guidance to the Club on all matters concerning the Rules of Amateur Golf & the Rules of Amateur Status.
(c) Assistance will be provided by the Provincial Council, if required, on the establishment of the club’s handicapping system within the provisions of the CONGU Unified Handicapping System.

(d) The Provincial Branch will send to the club details of all Union events and any other appropriate information.

(e) The Golfing Union of Ireland shall, whenever possible, give at least one year’s notice to clubs of events when seeking the courtesy of the facilities of the Club for such events.

(f) Upon being notified of the Affiliation, the Golfing Union of Ireland will send to the club:

(i) The appropriate GUI Yearbook.
(iii) Any other items of interest.

4. Playing Facilities:

A Club not having control of a course must have an agreement with the person or body controlling the course to make reasonable playing facilities available each week and containing adequate arrangements for all members to play a minimum of Qualifying Competitions per annum during the months of April to October inclusive.

5. Change of Governing Authority:

Any change in the Governing Authority of a Course (or Club), through sale or any other reason, must be notified immediately to the relevant Provincial Branch and to the Golfing Union of Ireland.
Appendix XIV

Useful Links

Golf and Sports Bodies Websites

- GUI www.golfnet.ie
- ILGU www.golfnet.ie
- CGI www.cggolf.org
- PGA www.pga.info
- Irish Golf & Club Managers Association www.igcma.com
- Sport Ireland www.sportireland.ie
- Sport Northern Ireland www.sportni.net
- The R&A www.randa.org

CONGU www.congu.com

Legislation

- Companies Act 2014
- Companies Act 2006 (UK)
- Alcohol licencing in Northern Ireland
- Intoxicating Liquor Acts 2003
- Clubs (Northern Ireland) Order 1996
- Licensing Act 2003 (UK)
  www.legislation.gov.uk/ukpga/2003/17
- Safety, Health and Welfare at Work Acts
  www.hsa.ie/eng/Legislation/Acts/Safety_Health_and_Welfare_at_Work/
  Safety_Health_and_Welfare_at_Work_Act.html
- Safety, Health and Welfare at Work (General Application) Regulations 2007
  www.hsa.ie/eng/legislation/acts/safety_health_and_welfare_at_work/
  general_application_regulations_2007/
- Health and Safety at Work (Northern Ireland) Order 1978
- The Equality Commission for Northern Ireland
  www.equalityni.org
- The Equal Status Acts
- Sex Discrimination (NI) Order 1976
  www.equalityni.org/ECNI/media/ECNI/Publications/Individuals/
  SexDiscrimShortGuide2010.pdf
- Disability Discrimination Act 1995
  www.redirect.gov.uk › … Rights and obligations › Disability rights
- Race Relations (NI) Order 1997
- Fair Employment and Treatment (NI) Order 1998
- Employment Equality (Sexual Orientation) Regulations (NI) 2003
- Employment (Age) Regulations 2006
  www.legislation.gov.uk/nisi/2006/31/contents/made
- The Data Protection Act 1988
  www.dataprotection.ie/viewdoc.asp?DocID=796
- Data Protection Act 1998
- Hazard Analysis and Critical Control Point (HACCP)
  www.fda.gov/Food/GuidanceRegulation/HACCP/
- Food Hygiene (Northern Ireland) Regulations 2006
  www.food.gov.uk/northern-ireland/niregulation/regulationsni/
  foodhygregNI
- Protection of the Environment Act 2003
- Waste and Contaminated Land Order 1997
  www.doeni.gov.uk/nies/waste-home/regulations_legs/regulations_legs-
  nprimarylegislation.htm
- The National Employment Rights Authority (NERA)
  www.workplacetelations.ie/en/Workplace_Relations_Bodies/National_
  Employment_Rights_Authority/
- The Employment Rights (Northern Ireland) Order 1996
  www.ira.org.uk/index/employment_legislation/index_of_employment_
  related_statutes_for_northern_ireland.htm

Additional Reading

- Compliance for Clubs – A Brief Guide for Club Managers and Secretaries in Ireland – Eamonn Lawless
- A legal guide for Clubs and Associations – Dermot McNamara