



# Greenore Golf Club

## Management Committee Structure



November 2019

The purpose of this document is to detail the proposed structure following our 'Information Night' held in Greenore Golf Club on Wednesday 30th of October 2019.

The decision to move forward with this new structure was unanimous following a show of hands of all members present.

### Key Points:

1. 11 x person **Management Committee (MC)** to replace existing Council structure.  
Today this consists of 16 people with President as optional.
  - a. **Chairperson** for MC is elected by members who will be male or female, who will have the appropriate skills and will serve for a term of 3 years. This subject to annual re-election.
  - b. **Honorary Treasurer** and **Honorary Secretary** who will be male or female as today but with appropriate skills and will serve for 3-year term also. These subject to annual re-election.
  - c. **Captains (Male & Female)** with appropriate skills and will serve for 1-year term, their focus on golf and acting as club PRO's.
  - d. **Vice Captains (Male & Female).**
  - e. **Greens Convenor** with appropriate skills and will serve for 3-year term. These subject to annual re-election.
  - f. **House Convenor** with appropriate skills and will serve for 3-year term. These subject to annual re-election.
  - g. **Membership Convenor** with appropriate skills and will serve for 3-year term. These subject to annual re-election.
  - h. **Sales & Marketing / Sponsorship Convenor** with appropriate skills and will serve for 3-year term. These subject to annual re-election.
2. Sub committees must have nominated Men or Ladies representative from each club and can have additional resources, members as they see fit.
3. Male & female Ex Officio roles to be discontinued.
4. Management Committee will oversee both Men's & Ladies Club finances.
5. Men's Club & Ladies Club to focus on golf and Juvenile development.



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### ROLE AND RESPONSIBILITIES OF MANAGEMENT COMMITTEE

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The Management Committee (MC) is the steward of the assets and resources of the Club, it leads the Club in the achievement of its strategic & business plans while ensuring proper governance and management. The Committee's job is to work on the business not in the business.

#### 1.1 ROLE

- Develop and implement the strategic/business plans and initiatives.
- Ensure proper governance and management of the club affairs.
- Ensure financial solvency and integrity through policies and behaviours/values.
- Ensure compliance with all relevant laws and good practices.
- Evaluate, improve and update committee objectives in line with the strategy.
- Communicate effectively and regularly with members and staff.
- Management of the golf course and all club facilities
- Define membership categories.
- Protect and enhance the assets and resources of the Club
- Set committee objectives and expectations of committee members including their duties and support to club management/staff.
- Set out the bye-laws of the Club which governs the rules relating to the use of the course & facilities.

#### 1.2 RESPONSIBILITIES

- Prepare a Strategic Plan together with an annual business/operational which will be presented to and agreed by the Membership at an EGM/AGM.
- Complete an annual review of the Club's Strategic Plan and amend as appropriate.
- Regularly monitor progress and implementation of the Strategic and Annual Plans against all agreed goals and objectives
- Ensure financial solvency and integrity through policies and behaviour
- Evaluate and manage risk
- Monitor the performance of club management & staff.
- Ensure compliance with Club Policies, Club Constitution, laws and good practices.
- Foster open discussions on all relevant topics and seek consensus on all issues, treating all discussions in confidence.
- Communicate effectively and regularly with the Membership regarding progress on the implementation of the Strategic Plan, business and golfing affairs.
- Utilise Member expertise by the appointment of sub committees in each of the core areas e.g. Strategy, Course, Membership and Marketing, Communications, House and Social, Finance and Risk Management.
- Build effective relationships with internal and external resources.



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### 1.3 INDIVIDUAL RESPONSIBILITIES OF MANAGEMENT COMMITTEE MEMBERS (MC)

- Understand the principles of good Club Governance and Management, the differences and relationships between them and the frameworks for assurance and accountability.
- Have an understanding and acceptance of the duties and responsibilities of being a Committee member.
- Ensure that independent judgement is exercised on issues of strategy, performance, resources and standards of conduct.
- Attend events and meetings as appropriate and act as hosts to partners, sponsors and other stakeholders as required.
- Treat all fellow members with respect and listen objectively to all members' views.
- Treat all MC matters in strict confidence.
- Be aware of and follow the Codes of Conduct as set out by all Sporting Bodies to which the Golf Club are affiliated to.
- Have a good knowledge of the Clubs Constitution and Byelaws.
- Empathise with the volunteers, fellow members and staff who are vital to the running of the Club.
- Undertake training as appropriate.

### 1.4 DESIRABLE ATTRIBUTES FOR ALL MANAGEMENT COMMITTEE MEMBERS

- Good listening skills.
- Ability to express orally and in writing, ideas and information in ways that are appropriate, accurate and concise.
- Have excellent interpersonal, leadership and influencing skills and the ability to contribute effectively to the Committee and to stakeholders at all levels.
- Ability to exercise independent judgement within a teamwork framework.

### 1.5 ADDITIONAL PREFERRED PERSONAL EXPERIENCE AND ABILITIES

- Experience of committee activity in a sporting, voluntary or charitable organisation.
- Experience of setting and/or working to a vision and Strategic Plan.
- Experience of working within an organisation where Strategic Planning was part of the role.
- Numeracy and literacy skills.
- Some knowledge of establishing or operating financial policy and monitoring financial performance.
- Awareness and understanding of issues facing golf clubs/sporting organisations.



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### CHAIRPERSON

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#### Role of Chairperson:

- Provide leadership and direction to the Management Committee (MC).
- Ensure fulfilment of the club's responsibilities for the successful governance and management of the club's agreed goals, business and golfing affairs.
- Chair the Club AGM, SGM's and EGM's.
- Work to optimise the relationship between MC, any paid employees/staff, volunteers and other members.

#### Duties & Responsibilities of Chairperson:

- Chair MC meetings and ensure they are run efficiently and effectively with open and honest discussion.
- Regularly focus the MC on matters of Club governance that relate to its own structure, role and relationship with any employees.
- Be committed to the Club goals and strategies and undertake periodic reviews.
- Have a good working knowledge of the Club Constitution, rules and duties of office bearers.
- Be responsible for setting agendas and ensure all relevant papers and minutes are distributed to members in sufficient time to allow members time to review.
- Nominate chairperson or liaison person for Sub-Committees for approval by MC
- Ensure that the necessary skills and specific roles are represented on the MC and Sub-Committees
- Periodically consult with MC members on their role, to see how they are going and help them to optimise their contributions.
- Ensure a comprehensive MC succession plan is in place.
- Ensure that all MC members contribute and have equal voice and that there is fair consideration for all member's views.
- Ensure all Constitutional procedures are complied with.
- Always act in good faith and remain impartial.
- Exercise casting vote if required.
- Act as a spokesperson for the Club.
- If a General Manager/Club Manager is employed, support and challenge his/her role and ensure the GM is fulfilling his/her role and responsibilities, to include regular performance reviews.
- If applicable, work with the GM to manage all paid employees of the Club, including recruitment, retention, training, salary reviews and performance reviews.
- Act as a signatory for the Club on legal and financial matters.
- Be a good role model and a positive image for the Club and the MC.



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### **Desirable Characteristics/Attributes of Chairperson:**

- Be well informed on all Club activities and be able to provide oversight.
- Be a person who can develop good relationships internally and externally, and work collaboratively as a team player.
- Be forward thinking and committed to meeting the overall goals of the Club.
- Experience at Board or Committee level.
- Experience in leadership, business and management roles.
- Possess sound commercial judgement and a business background would be preferable.
- Experience in managing people.
- Effective communication skills.
- Be a good listener.
- Be a competent public speaker.
- Have a good working knowledge of the Club Constitution, roles and duties of office bearers, Sub-Committees and staff.
- Be a good role model and a positive image when representing the Club and the COM externally and internally.



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### HONORARY TREASURER

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#### Role of Honorary Treasurer:

- Responsible for the financial supervision of the Club to allow the MC to provide good Governance of the Club.
- The Treasurer is the chief financial management officer whose tasks include the preparation of annual budgets, planning the Club's financial future and monitoring the Club's ongoing revenue and expenditure.
- Chair the Finance and Risk Sub-Committee.

#### Duties & Responsibilities of the Honorary Treasurer:

- Provide advice to the MC in the management of the Club finances.
- Provide monthly financial updates/reports for presentation at monthly committee meetings.
- Administer all financial affairs for the Club. This would include regular meetings with the General Manager/Club Manager if applicable and the Finance Committee in relation to ongoing financial matters including, but not limited to:
  - Review of outstanding subscriptions on monthly basis, ensuring policies relating to collection of outstanding subscriptions are adhered to
  - Approval of any reduced subscriptions agreed with individual members due to ill health or extenuating circumstances.
- Lead the annual Budget process and ensure an appropriate Annual Financial Plan is provided to the MC for approval. Agree budgets for key areas e.g. Course, House, Marketing, Strategy and Membership Sub Committees.
- Review all proposed Capital Expenditure and present to MC for approval.
- Liaise with Men's & Ladies Clubs regarding budgets for competition entry fees/prize funds, teams etc. with regular reviews
- Liaison with the Club's Bankers regarding the Club Accounts, Overdraft & Loan facilities.
- Act as a signatory on the Club Bank Accounts
- Review of financial process within the Club ensuring continuous improvement of same.
- Support the Auditors of the Club.



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### **Desirable Characteristics/Attributes of Honorary Treasurer**

- Financial expertise and qualification.
- Good organisational, computer and communication skills.
- Ability to maintain accurate records.
- Honest and trustworthy.
- Good knowledge of Club Constitution and the Roles of all Officers, Sub Committees & Staff.
- Dedicated Club Person.



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### HONORARY SECRETARY

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#### **Role of Honorary Secretary:**

- Primary administration officer of MC and provides the link between the Committee, members and outside agencies.
- Guide the MC on all Constitutional and administrative matters.
- Organise meetings, both MCs and General, and issue notices/agendas for same, take minutes and distribute thereafter.
- Deal with all Club correspondence.

#### **Duties & Responsibilities of the Honorary Secretary:**

- Guide the MC in ensuring that all decisions taken are constitutionally valid and/or are in accordance with Club Byelaws.
- He/she shall be responsible for the maintenance, safe keeping and availability of all Club records, both hard copy and digital.
- He/she shall record details of all MC and General meeting decisions.
- He/she will ensure access to such detail as required by MC or as requested as points of information by members.
- Update Constitution following any change of rule(s).
- Is responsible for ensuring accurate and sufficient documentation exists to meet legal, licensing and regulatory requirements.

#### **MANAGEMENT COMMITTEE MEETINGS**

- Organise agreed MC meetings and issue timely and appropriate notices.
- Following consultation with Chairperson and MC members, issue appropriate meeting agenda.
- Record the minutes of MC meetings and have such minutes agreed at the immediately following meeting.
- Inform MC Meetings of correspondence received.
- Act on and respond to such correspondence as instructed by MC.
- Maintain a record of actionable decisions to assist Chairperson/MC to ensure that unresolved issues are not subsequently inadvertently overlooked.





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### **ANNUAL AND SPECIAL GENERAL MEETINGS**

The Honorary Secretary plays a key role in preparation for and conduct of General Meetings. He/she is expected to have a good level of knowledge of all related rules and of General Meeting standing orders. The Honorary Secretary should be present at all such meetings and seated beside the Chairperson to assist in dealing with issues which may arise in relation to the foregoing.

- Advise MC of suitable dates and issue notices as directed by MC.
- Issue Notice of election of officers and Committee, to include eligibility, nomination criteria & applicable closing dates.
- Advise Members on procedures and acceptable format for notice of motions.
- Circulate display previous minutes.
- Arrange for signing in of those present and ensure that only full members vote.
- Ensure ballot papers are available for elections and motions.

### **Desirable Characteristics/Attributes of Honorary Secretary**

- Excellent knowledge of the Club's Constitution and Bye Laws, and roles and duties of office bearers.
- Be organised.
- Approachability.
- Problem solving.
- Attention to detail.
- Ability to delegate as appropriate.
- Integrity.
- Be able to keep confidential matters confidential.
- Experience at Board or Committee level.
- Effective communication skills.
- Computer skills.
- Be well informed of all Club activities.
- Be committed to the Club goals.
- Sound Judgement.



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### THE CAPTAINS (MEN'S & LADIES')

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#### Role of Captains:

- Both Captains assist the MC with the golfing affairs of the Club.
- Lead Officers for all GUI & ILGU golfing aspects respectively of the Club for one year, with responsibility to represent the Members and Club, both internally and externally.
- Chairperson of the Men's Club Committee & Ladies' Club Committee respectively.
- Promote the amateur game of men's golf & ladies' golf respectively amongst its members.

#### Duties & Responsibilities of the Captains

- Responsible for building and maintaining relationships with all Club Members and ensuring golf is vibrant within the Club.
- To uphold the integrity, standards and ethics of the Club.
- Ensure the Men's & Ladies' Committee respectively administer the golf affairs to the highest standards including the regulations of the GUI/ILGU, R & A Rules of Golf, Amateur Status and CONGU.
- In conjunction, with the Men's & Ladies' Committee respectively, select team coordinators/managers for GUI/ILGU inter-club, provincial/district & national competitions.
- To attend GUI and ILGU inter Club Matches and functions respectively and/or as appropriate.
- To attend and host the Club's principal social functions.
- To ensure that all golfing and social activities are planned and managed in accordance with Club requirements.
- To attend Annual and Extraordinary General Meetings of the Club.
- In conjunction with the Chairperson of MC and the General Manager when appropriate, to help resolve confidential or sensitive Club and membership issues.
- Provide MC with Men's Club and Ladies' Club monthly reports respectively.
- Assist MC with seeking the views of members and encourage them to discuss the type of Club they would like to see in the future.
- Handle correspondence and disputes as appropriate.



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### Desirable Attributes of Captains

- Good golfing knowledge and well informed on all Club Activities
- Have a good working knowledge of the Club Constitution & Bye Laws
- Have club management experience respectively on Men's Club or Ladies Club Committees, MC, Sub Committee and/or Team management.
- Good organisers.
- Good communication & social skills.
- Dedicated club persons.
- Ability to delegate as appropriate to Vice-Captains and other committee members.

### THE PRESIDENT (S)

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#### Role of the President(s):

- Mainly the role is ambassadorial in nature.
- Generally, he/she is the spokesperson for the club and should work to maintain key relationships within and outside of the club.
- In a small number of clubs, the President's role is charged with providing leadership and direction as the Chairperson of the Management Committee.

#### Duties & Responsibilities of the President (not gender specific)

- Seen as the figure head of the club and spokesperson.
- Term of office 1-2 years (TBC)
- Represent the Club in a positive manner
- Provide wise council when necessitated
- In some clubs will chair Club AGM, General meetings.
- Act as a signatory for the club.
- Represent the Club at matches or functions in support of the Captains/Vice-Captains.

#### Desirable Attributes of President(s)

- Long standing member of the club and good working knowledge/experience of club management structures.
- Well informed on all Club activities & protocols.
- Have a good knowledge of the Club Constitution & Bye Laws.



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- Forward thinking and committed to meeting overall goals of the Club.
- Be a good listener and communicator.
- Be a good role model and a positive image for the Club in representing the Club in other forums, local community and in a Public Relations type role.
- Be a competent public speaker.



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### GREENS CONVENOR

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#### Role:

- Liaise & work with the Head Greenkeeper/Course Superintendent to maintain & develop the golf course & equipment to the satisfaction and enjoyment of club membership & visitors.
- Focus on improving the course quality & playability standards by embracing a culture of planning, staff development and more volunteerism from members.
- Chair 'Greens' Sub Committee and communicate effectively with MC, other sub committees, members and staff.

#### Desirable Attributes:

- A good understanding & experience in project management & management best practices.
- Proficient in forward & business planning.
- An understanding of the technical aspects of course management, machinery & maintenance.
- Be available to provide the necessary commitment to the role for at least 3 years.

### MEMBERSHIP CONVENOR

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#### Role:

- Develop and implement membership development programmes (i.e. recruitment & retention) with buy in from both the Men's & Ladies Sections.
- Develop a membership marketing plan with the focus on identifying the needs of new/lapsed members and then delivering a range of realistic promotional initiatives to try and achieve a net membership growth position year on year.
- Chair Membership & Marketing Sub Comm and communicate effectively with MC, other sub comms, members and staff.

#### Desirable Attributes:

- Good knowledge of club constitution & existing membership categories/profiles and how these relate to membership development (i.e. recruitment & retention).



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- Good local knowledge of the club's catchment area, competitors, sporting organisations & target markets in terms of marketing and promoting to new/lapsed members.
- Proficient in strategic & business planning.
- Marketing experience/qualification.
- Involved in local community/other sporting clubs.
- Strong interpersonal & communication skills.
- Be available to provide the necessary commitment to the role for at least 3 years.

### **SALES & MARKETING / SPONSORSHIP CONVENOR**

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#### **Role:**

- Co-ordinate/drive fund-raising, corporate & sponsorship activities towards funding specific projects, capex requirements and boosting non-membership & visitor income streams.
- Chair a small sub comm or working group and communicate effectively with MC, members and staff.
- Focus on the co-ordination & delivery of regular & consistent internal & external communications via a Communications Plan.
- Manage club website, digital marketing and all social media channels to enhance the membership & visitor experiences including a member's survey on an annual basis.
- Work closely with Membership & House convenor in particular to ensure a consistent and positive support structure around marketing, communications and social activities.

#### **Desirable Attributes:**

- Good local knowledge of the club's catchment area, corporate/commercial markets, sporting organisations & target markets in terms of boosting income streams and supporting fundraising programmes.
- Proficient in strategic & business planning.
- Experienced Fund-raising & Sponsorship background.
- Involved in local business community/other sporting clubs.
- Digital Marketing & Social Media experience/background.
- Excellent communications skills & experience working with multiple communication channels.
- Strong financial management, interpersonal & communication skills.
- Be available to provide the necessary commitment to the role for at least 3 years.



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### HOUSE CONVENOR

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#### Role:

- Focus on club facilities including clubhouse, bar & catering in terms of health & safety regulations & procedures.
- Liaise & work with bar & catering staff in terms of service delivery & continuous improvements of all facilities & services.
- Co-ordinate annual calendar of social & non-golf activities in the clubhouse.
- Chair House & Social sub comm made up of representatives from both men's & ladies' sections and communicate effectively with MC, other sub committees, members and staff

#### Desirable Attributes:

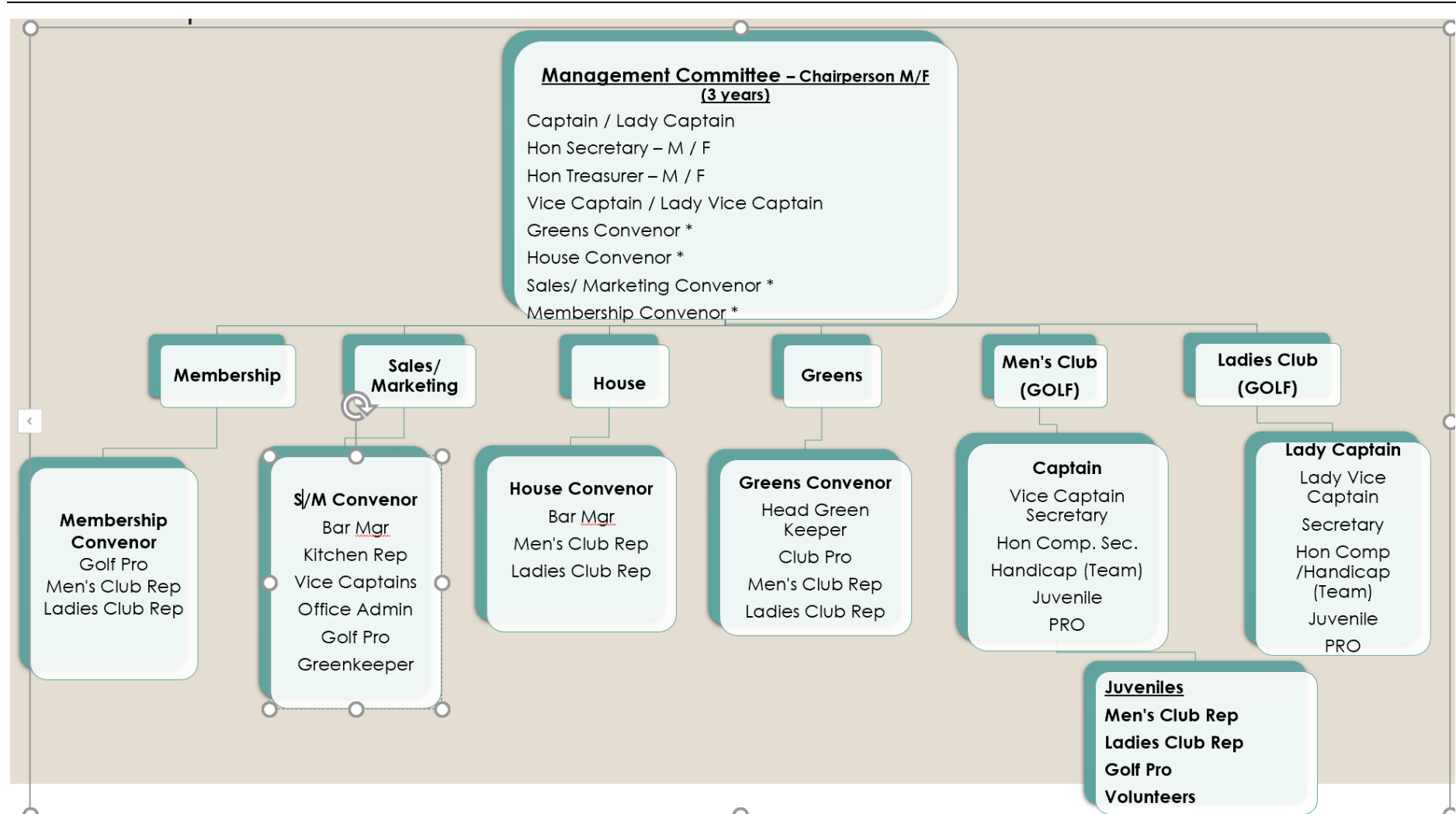
- Facilities & Hospitality experience/background.
- Financial, interpersonal & communications skills.
- Be available to provide the necessary commitment to the role for at least 3 years.

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### CHANGING COMMITTEES & INDUCTION

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The loss of experience can be disruptive but also viewed as positive e.g. fresh enthusiasm, increased expertise and new ideas. Some clubs operate a rolling Committee structure to avoid mass exit of members and vast loss of knowledge. In this approach, several Committee members stand down after a set period to enable fresh input from newly elected members.

Even in this manner important knowledge can be lost unless the club is careful about the sequence and timing of the process. An example of a rolling Committee could be:

Position	In	Out	In	Out
President	2018	2020	2021	2023
Secretary	2019	2021	2022	2024
Treasurer	2017	2019	2020	2022

Previous Committee members should pass on as much knowledge as possible to their replacement. This will help new members to understand their specific role and how the Committee functions.

This approach is supported by keeping accurate and up-to-date records of all information relevant to particular roles. New members can also use previous minutes to become informed about past decisions of the Committee. The change process can be better managed by including an induction process for new members.

#### **Handover / Induction Procedures:**

- New committee members should be informed by written position descriptions about their roles and responsibilities. Briefings from the previous office holder are important to clarify these roles.
- A senior official should brief the new committee members about the club, its history and plans for the future.
- All new committee members need to be supported in their role and acknowledged for their contribution.
- New committee members should be welcomed and encouraged to contribute. They need access to a past official who can answer questions on how the club works.
- 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).



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### SUMMARY OF KEY GOVERNANCE & BUSINESS SKILLS

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Below is a summary of the desired skills and focus matrix for each of the key Officers and Sub Committee members.

<b>Governance</b>	<b>Chairperson</b>	<b>Hon. Treasurer</b>	<b>Hon. Secretary</b>	<b>Committee Members</b>
Finance	✓	✓		
Risk	✓	✓	✓	✓
Corporate Governance	✓	✓	✓	✓
Legal	✓		✓	
Administration	✓		✓	
HR	✓		✓	✓
<b>Business</b>				
Strategic Leadership	✓			
Business Development	✓	✓	✓	✓
Marketing / PR	✓		✓	✓
IT			✓	✓
Mentoring / Coaching	✓			✓

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#### Change Control:

Version 1, Membership Convenor 2019 – Joe Molloy Jnr. 2<sup>nd</sup> November 2019  
following Information Night, 30<sup>th</sup> October 2019.