

Template Role Descriptors for Management Committee Members

- 1. Chairperson**
- 2. Secretary**
- 3. Captains**
- 4. General manager**
- 5. Treasurer - could this role be amended to Finance Manager to reflect the duties and skills?**
- 6. Trustees**
- 7. President - this should be competency based and if Presidents are mainly ambassadors, they may not necessarily have to be full voting members**

Management Committee ToRs have been developed by GDW. This paper focuses on the key roles required on a management committee

Core Competencies

In order to effectively fulfil the duties and responsibilities on the Management Committee, the following competencies are sought from all Management Committee members:

- Listening skills – in order to understand others' perspectives and aid healthy debate
- Communication – oral and written. Clear, concise and constructive communication, especially in meetings
- Analytical skills – the ability to prepare for meetings by understanding the key issues and asking constructive questions
- Demonstration of club values – lead by example with the values and leadership behaviours visible to staff, members and visitors
- Working knowledge of golf and of golf governing bodies

For details on the role and key competencies for the club chair please refer to the role descriptor provided.

ROLE DESCRIPTION

- Role Title:** Secretary
- Time Commitment:** Approximately X days per month. There are X board meetings per year and the Secretary will be expected to attend the Annual General Meeting as well as any additional General Meetings as required.
- Period of Office:** The Secretary will serve for a term of x years with the option to serve a further x term(x)
- Remuneration:** All reasonable travel and subsistence expenses will be reimbursed. (This is the decision of the club)

Role Summary

- Ensure meetings are managed according the requirements set out in the Club rules
- Keep a record of meetings and disseminate relevant information
- Ensure the Club adheres to relevant regulation
- Deal with Club correspondence
- Monitor and record the result of Club elections and votes

Responsibilities

- Ensure meeting information, both Management Committee and general meetings, is issued in a timely manner and according to the requirements set out in the Club rules
- Keep records of meetings and disseminate notes or minutes to members and stakeholders according to Club policy
- Be the named contact for all license applications and related external bodies
- Ensure the Club adheres to relevant regulation including the submission of annual accounts as required under the Companies Act (2006) and Charities Act (2011) (where appropriate)
- Maintain regular communication with members, keeping them up to date on decisions, events and activities
- Maintain timely communication with external bodies and partners
- Monitor and record the result of Club elections and votes

PERSON SPECIFICATION

This role is critical to the maintenance of effective governance. The Secretary should be able to demonstrate exceptional organisational skills as well as an understanding of the Club's regulatory environment. He/she should have excellent written skills and be able to communicate orally and in writing with a variety of stakeholders including members and partners. As a Management Committee member, he/she should consistently demonstrate the values of the Club.

Role Competencies

- **Demonstrates by actions a thorough understanding of good governance**
Defined by the procedures for decision-making, control and codes of conduct
- **Highly developed communication skills**

Demonstrates excellent oral and written communication skills. Communicates plans and activities in a manner that gains members' involvement and confidence

- **Demonstrates honesty and integrity**

Instils mutual trust and confidence, creates a culture that fosters high standards of ethics, behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility

- **Innovation and Problem Solving**

Generates innovative solutions to diverse situations by trying different and novel ways to deal with problems and opportunities

- **Strong planning and organising**

Prioritises activities and develops plans to achieve them

- **Ability to be flexible**

Is open to change and new information; adjusts rapidly to new situations warranting attention and resolution

ROLE DESCRIPTION

Role Title:	Captains
Time Commitment:	Approximately X days per month. There are X board meetings per year and the Captains will be expected to attend the Annual General Meeting as well as any additional General Meetings as required.
Period of Office:	Captains will serve for a term of x years with the option to serve a further x term(x)
Remuneration:	All reasonable travel and subsistence expenses will be reimbursed. (This is the decision of the club)

Role Summary

- Provide leadership on all golfing aspects of the Club
- Build and maintain positive relationships with all Club members
- Act as an ambassador for the Club, to host and attend relevant events

Responsibilities:

- Maintain the integrity, standards and ethics of the Club and of the game of golf
- Build positive relationships with club members, understanding their diverse needs and uniting their voices
- Chair Members' Sub-Committee to enable playing and membership matters to be raised and addressed
- Assist the Management Committee in understanding the needs of all sections of the membership through representation on the captains committee.
- Be an ambassador for the club and its members at appropriate events, and functions e.g. Captain's Dinner
- In conjunction with the Club Chairman and/or the General Manager, when appropriate, resolve confidential or sensitive Club and membership issues
- Handle correspondence and disputes as appropriate

PERSON SPECIFICATION

The Captains have a critical role in creating a positive and dynamic environment for members. As Management Committee members, they should consistently demonstrate the values of the Club and also encourage members and visitors to adhere to these. Captains provide a point of contact for the playing membership and, through the membership sub-committee, a place where playing matters can be addressed.

Role Competencies

- **Ability to influence**
Understands how to navigate club, business and external environments to create the best offer for members and visitors

- **Demonstrates by actions a thorough understanding of good governance**
Defined by the procedures for decision-making, control and codes of conduct
- **Highly developed communication skills**
Demonstrates excellent oral and written communication skills. Communicates plans and activities in a manner that gains members' involvement and confidence
- **Demonstrates honesty and integrity**
Instils mutual trust and confidence, creates a culture that fosters high standards of ethics, behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility
- **Innovation and Problem Solving**
Generates innovative solutions to diverse situations by trying different and novel ways to deal with problems and opportunities
- **Strong planning and organising**
Prioritises activities and develops plans to achieve them
- **Ability to be flexible**
Is open to change and new information; adjusts rapidly to new situations warranting attention and resolution

ROLE DESCRIPTION This role will often be captured in a full job description where it is a paid position. The description below is for volunteer General Managers

- Role Title:** General Manager
- Time Commitment:** Approximately X days per month. There are X board meetings per year and the General Manager will be expected to attend the Annual General Meeting as well as any additional General Meetings as required.
- Period of Office:** The General Manager will serve for a term of x years with the option to serve a further x term(x)
- Remuneration:** All reasonable travel and subsistence expenses will be reimbursed. (This is the decision of the club)

Role Summary

- Lead the implementation of the Club vision and strategic plan
- Lead and manage Club staff and operational volunteers
- Ensure the Club facilities are maintained to the highest standards
- Set and manage budgets in respect of Club facilities and services

Responsibilities

The role of General Manager should be clearly defined with agreed division of responsibility and delegated authority in the areas of decision making, expenditure, purchasing, staff/volunteer management etc. He/she should report directly to the Chair and, together, they should agree the General Manager's annual objectives, as well as the ways in which the Chair will support him/her. This includes review meetings to discuss the General Manager's progress.

- Ensure efficient and effective implementation of the Club strategy through the development of annual business plans
- Set annual budgets for core areas of Club operations including the Pro Shop, Bar and Restaurant which include targets for revenue generation
- Lead and manage staff/volunteers, providing clear direction and support for them and their areas of work
- 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 ensure that it is on track to achieving its budget for the year and overall strategic plan
- Provide timely and accurate reports to the Management Committee against the Club strategic plan
- Work with the Finance Manager/Treasurer to ensure accurate finance information is available to the Management Committee and sub-committees as required

PERSON SPECIFICATION

The General Manager is the key link between the Management Committee and the day-to-day operations of the Club. He/she must ensure all decisions, activities and investment meet the vision and deliver the strategic goals. In addition, this role is critical in maintaining a welcoming, member-focused experience through the core business areas including the course, bar and events.

Role Competencies

- **Demonstrates strong business acumen**
Has an understanding of the key business drivers that will help create a sustainable club. Is able to use sound commercial principles to further develop the club's best interests
- **Ability to influence**
Understands how to navigate club, business and external environments to create the best offer for members and visitors
- **Demonstrates by actions a thorough understanding of good governance**
Defined by the procedures for decision-making, control and codes of conduct
- **Highly developed communication skills**
Demonstrates excellent oral and written communication skills. Communicates plans and activities in a manner that gains members' involvement and confidence
- **Demonstrates honesty and integrity**
Instils mutual trust and confidence, creates a culture that fosters high standards of ethics, behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility
- **Customer care**
An awareness of the member and visitor experience and how the Club can enhance this to maximise revenue and create a reputation for excellence
- **Equality, Diversity and Inclusion**
An understanding of the principles of equality, benefits of diversity and developing an inclusive organisation
- **Innovation and Problem Solving**
Generates innovative solutions to diverse situations by trying different and novel ways to deal with problems and opportunities
- **Strong planning and organising**
Prioritises activities and develops plans to achieve them
- **Ability to be flexible**
Is open to change and new information; adjusts rapidly to new situations warranting attention and resolution

ROLE DESCRIPTION

Role Title:	Treasurer
Time Commitment:	Approximately X days per month. There are X board meetings per year and the Treasurer will be expected to attend the Annual General Meeting as well as any additional General Meetings as required.
Period of Office:	The Treasurer will serve for a term of x years with the option to serve a further x term(x)
Remuneration:	All reasonable travel and subsistence expenses will be reimbursed. (This is the decision of the club)

Role Summary

- Be responsible for the financial supervision of the Club
- Operate as the chief financial management officer
- Set annual budgets for the Club with the General Manager and relevant sub-committees for approval by the Management Committee
- Set and oversee financial systems and controls
- 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

- Prepare, for approval by the Management Committee annual budgets to deliver the Club strategic plan. This will include specific budgets to be agreed with the heads of the other 3 financial Pillars:
 - Course
 - House
 - Marketing
- Set finance controls and systems to ensure efficient and transparent management of Club resources. Review the financial controls and systems on a regular basis to ensure they are robust and to encourage continuous improvement
- Assess the financial implications of significant spend including capital expenditure and new employment positions within the Club
- Prepare 5 year cash flows to incorporate into the strategic plan
- Support audit processes
- Monthly financial reports – present at monthly management Committee meetings
- Act as signatory on the Club account
- 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.
- Liaison with the Club's bankers with regard to the Clubs debt/overdraft position (if applicable)

PERSON SPECIFICATION

The Treasurer fulfils a unique and essential role in managing the Club's financial resources. Expertise and qualifications in the fields of finance and accounting are essential as is the ability to communicate financial concepts and systems to non-financial members.

Role Competencies

- **Demonstrates strong business acumen**

Has an understanding of the key business drivers that will help create a sustainable club. Is able to use sound commercial principles to further develop the club's best interests

- **Demonstrates by actions a thorough understanding of good governance**

Defined by the procedures for decision-making, control and codes of conduct

- **Highly developed communication skills**

Demonstrates excellent oral and written communication skills. Communicates plans and activities in a manner that gains members' involvement and confidence

- **Demonstrates honesty and integrity**

Instils mutual trust and confidence, creates a culture that fosters high standards of ethics, behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility

- **An understanding of finance and accounting**

Qualifications and experience as an accountant, financial adviser, financial auditor or similar

- **Innovation and Problem Solving**

Generates innovative solutions to diverse situations by trying different and novel ways to deal with problems and opportunities

- **Strong planning and organising**

Prioritises activities and develops plans to achieve them

- **Ability to be flexible**

Is open to change and new information; adjusts rapidly to new situations warranting attention and resolution

Additional Club Roles

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.

The Role of the 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 figurehead of the Club. In some instances, the President may have an input into the operation affairs of the Club but may not necessarily be a full voting member of the Management Committee.