

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 focussing on the vision, core values and the objectives of the Club. The Management Committee will exist to ensure the objects set out in the articles are met and Club standards are maintained, including adherence to the values and vision.

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 and will include its powers in respect of financial management, spend limits, property and people.

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.

Membership should reflect the club's strategic goals and allow people with the necessary skills to serve. This might include the Chairs of sub-committees (Ladies, Finance, Greens) as well as skills-focused appointments in core business areas, e.g. marketing, business development. Chairs from sub-committees could be ex-officio positions (i.e. a management committee place as of right due to their sub-committee Chair status), whilst other members could be elected or appointed against a role description that seeks to fill professional skills gaps. However members are appointed, they should all be working to a Management Committee Member Role Description.

Role and Responsibilities of the Management Committee

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

- Establish the vision, values and long-term strategy for the Club (this would usually be 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 vision and core values at least every four years;
- Create the Club governance structure;
- Set out the Club bye-laws which govern the rules relating to the use of the course ([See Chapter 6 of CGI guidance booklet, when available](#));
- Monitor performance, financial expenditure, risk and resource allocation against the business/operational plan at least quarterly;
- Ensure financial solvency and integrity through robust controls and policies and personal integrity;
- Appoint and support the senior member of staff;
- Oversee management of the golf course
- Manage risk and help identify new opportunities for the club;
- Develop and oversee high level policies;
- To have a duty of care to children and young people at the club by ensuring the club has robust safeguarding policies and procedures in place
- Maintain effective committee performance;
- 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.

Club Governance

The Management Committee should adopt at least the first four principles of the Governance and Leadership Framework for Wales which have been adapted for golf clubs in Wales by Golf Development Wales

- 1) Act as the guardians of golf in Wales
- 2) The role of the committee/board shall be defined and evaluated
- 3) The Vision, Mission and purpose of the golf club should be set and approved
- 4) The Management Committee should ensure that a Balanced, Inclusive and skilled board represent and work in the interest of the business

Creating the club governance structure

The governance structure must reflect the strategy and assist in delivering strategic goals. By establishing sub-committees, the Management Committee can engage more members in running the club, providing them with opportunities to lead elements of the strategy and deliver the business/operational plan.

To create an effective structure, each sub-committee must have terms of reference which:

- clarify the sub-committee's purpose and activities
- set out the membership of the sub-committee and how members are appointed
- define the limits of authority on spend and activities
- include reporting frameworks that ensure there is sound oversight by the Management Committee and transparent communication between each sub-committee

Note: The majority of the terms of reference should 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.

Reporting

Set out the reporting requirements of the Management Committee – what are regular reports, e.g. from sub-committees and how these are presented, e.g. verbally, minutes, one-page summary for information etc. This also means the ways in which the Management Committee communicates with its membership, e.g. a summary of Management Committee meetings (decisions and actions) published on the members' area of the website; annual reports to members and appropriate regulators, for example Companies House (if incorporated) or the Charities Commission (if a registered charity).

Evaluating the Management Committee

It is important for the Management Committee to reflect on its own performance. This can be a simple self-assessment against the terms of reference, a review of the competencies and skills on the Committee and an informal review of individual members' contributions. The evaluation process

should focus on improvement and provide each member with positive and constructive feedback to enable him/her to contribute to the best of his/her ability.