

CLACTON ON SEA GOLF CLUB

DIRECTOR'S GUIDE



Information on the Board, duties, and responsibilities.

GENERAL

The Board consists of the Chairman, Directors of: Administration, Finance, Greens, House, Marketing and Membership. All Directors report to the Chairman.

All these positions are for an initial 3-year term of office, at the end of which the Director may seek re-election for a further 3-year term.

All Directors may only serve for a maximum period of 6-years (2 terms) after which they must stand down.

However, if there are no nominees for the position then that Director may be asked to stand for a further year, at the Board's discretion.

In addition, the Captain of the Club becomes a Director in his year.

Each appointee will be different in their approach, involvement and expertise that they are able to offer during their term. All roles undertaken are voluntary and unpaid.

The Golf Club's appointed Chief Executive Officer chairs a weekly meeting of Heads of Departments responsible for the daily running of the Club. Minutes of this meeting are then forwarded to the Directors for their information and/or comment.

The Board undertakes to oversee, forward plan, offer solutions and provide a stable economic base for a vibrant club.

Each Director will participate in the joint production of a long-term strategic plan covering all aspects of the Club. To keep under review such plan once approved by the Board and make recommendations for changes in the light of economic conditions and/or financial circumstances prevailing at the time.

A current copy of the ARTICLES OF ASSOCIATION are attached herewith. These fully explain the responsibilities which as a Director are undertaken. Please read, question if necessary and understand what your position entails. You must execute these responsibilities according to lawful and ethical standards and apply a duty of confidentiality.

Board meetings are held monthly and it is expected that you will be present at as many as is possible to deal with Agenda matters and play an active role in decision making. The Lady Captain is invited to join these meetings, other personnel may also attend but these invitees do not have a vote.

Your presence at the A.G.M. and/or any E.G.M. called, is required to support the chair.

At the end of your term of office a hand over meeting should be arranged by the outgoing Director to ensure the incoming appointee has knowledge of all information required to ensure the smooth running of the position.

The job descriptions aligned to each post are fluid and will from time to time be altered to suit specific duties required by the Chairman and/or Board.



CLUB CHAIRMAN

Broadly speaking the role of the Club Chairman is to co-ordinate the management of the Club for the benefit of its Members. The Club Chairman is not only the figurehead of the Club but also the person most responsible for steering the Club and ensuring that the practices and policies in place, result in a thriving golf community.

Role Summary & Responsibilities:

- Ensure the club pursues its core purposes as set out in its Articles of Association, and remains compliant with the club's rules, Bylaws and all relevant legislation/regulations.
- Chairing/conducting and planning board meetings effectively. Chairing annual general meetings and any special or extraordinary general meeting.
- Taking responsibility for the Board's composition, induction and development and ensure the Board of Directors fully understands and implements good practice in respect of governance and leadership. Engaging the Board in assessing and improving its performance.
- Providing leadership and supplying vision and imagination to the Board. Getting all Directors involved in the Board's work and ensuring that they focus on its key tasks. Ensuring proper information for the Board and that all members of the Board discharge their delegated duties and responsibilities.
- To meet regularly with the Club C.E.O. to ensure the Chair remains fully briefed on all matters appertaining to the Club. Liaise regularly with the C.E.O. and Finance Director to maintain a clear grasp of the club's financial position.
- Act as the Line Manager for the C.E.O. who has day-to-day responsibility for the club and provide constructive support to the C.E.O in guiding and supporting their work .Work in partnership with C.E.O. to support employees, helping them to achieve the aims of the club.
- Interviewing and selection of heads of department, together with the appropriate departmental Director.
- Taking the lead in any Disciplinary action required.
- Build positive relationships with club members and an understanding of their diverse needs.
- Whenever possible, attend major club functions – golf & social – and use club facilities (bar & catering) regularly to ensure that standards are being maintained.
- To be a regular golfer so that they can see for themselves the condition of the course



ADMINISTRATION DIRECTOR

Role Summary & Responsibilities:

- To submit weekly reports to the local Gazette newspaper of golfing related results and events relating to the Club. This will include liaison with the office personnel to obtain information and photographs.
- To be responsible for the formation, chair and organisation of meetings of the HANDICAP COMMITTEE. This committee to include the Professional, and a member from each of the men's, ladies and senior sections, being at least five in total.
- To advise the Board on updates from the R&A or Essex County on golfing ideas and proposals.
- To attend the County meetings and to be the Club representative at such meetings. (expenses for travel and food will be provided). Or to arrange a suitable replacement as representative.
- Undertake regular reviews of all practices and procedures within the club office with a view to maintaining optimum efficiency for the club and its members and to offer clear and constructive suggestions and ideas to the C.E.O. and Chairman for any changes and improvements proposed.
- Hold regular meetings with the office staff to ensure that all systems and procedures proposed and approved by the board are in place and properly and efficiently carried out
- In conjunction with the CEO and the Chairman assist in the preparation and implementation of a "Policy Document" containing clear rules and guidelines which the Office staff must adhere to in relation to the Club's main sources of Income: i.e. Subscription Rates and Categories, Green Fees, Society and Group booking rates,
- Undertake regular reviews of the "Policy Document" to ensure that the rules set are always current, valid and up-to-date and are being adhered to.



FINANCE DIRECTOR

Financial Director is primarily responsible to the Board of Directors for the management of the financial affairs of the club, including control of all income & expenditure of the club; overseeing the financial operation; safeguarding the Club's assets.

Role Summary & Responsibilities:

- Ensure that a suitable accounting system is in place that is fully adequate for the Club's needs. Ensure that accounting records are adequately maintained to comply with statutory requirements and club needs. Ensure that adequate internal controls exist to ensure that income and expenditure is properly recorded and controlled.
- Establish and monitor procedures for the receipt of income, including cash, and process for approving all budgeted expenditure. Monitor the pricing, purchasing and profit returns from all activities.
- Prepare monthly financial statements reporting against approved expenditure. Report variances to budget.
- Ensure that all capital expenditure is authorised in accordance with budget and policy
- Ensure that annual and/or projected financial budgets are prepared and approved by the Board of Directors on an annual and long-term basis, to meet the club's governance and planning needs.
- Ensure that an annual independent audit process is conducted in a timely manner.
- In conjunction with the Club's auditors, ensure that the annual financial statements are prepared to satisfy the Club's reporting requirements. Report the Club's financial position to members at the A.G.M.
- Ensure that the Club's operating and capital requirements are adequately provided for, whilst maintaining a medium to long-term view on cash reserves and future capital requirements. Ensure that any excess funds are invested efficiently, in accordance with the Board's investment guidelines.
- Ensure that all Club assets are properly recorded in an Asset Register and adequately secured, assessed and insured as necessary
- Recommend to the Board of Directors, membership fees, subscriptions, green fees, competition fees and other charges
- Oversee and ensure that all taxes (e.g. VAT) are promptly remitted, in accordance with legislative requirements and timetables.



HOUSE DIRECTOR

Role Summary & Responsibilities:

- To ensure that all Brewery deals and contracts are in the best interests of the club.
- Oversee and manage the overall operation of the Clubhouse, to ensure that the clubhouse, including lockers, showers, kitchen, office and bungalow are all operating efficiently and make the Board aware of any additional or potential expenses which may be required.
- Follow up on the Office monthly “inspection reports” to ensure that all health & safety, sanitation, energy management, food hygiene, preventative maintenance and other standards are consistently met.
- To liaise with and guide the bar manager to ensure the smooth running of the bar. To report to the Board any major problems.
- Address member and guest complaints and advise the Bar Manager and 19th Catering Management about appropriate and corrective actions to be taken
- Liaise with 19th Catering Management regarding maintaining and/or improving food service quality, food quality and choices, all with a view to enhancing the overall ambiance of our members and guests dining experience.
- Liaise with both 19th Catering Management and the Bar Manager and assist them with planning and implementation procedures for all special or major Club events.
- Develop and propose any new and innovative ways in which to stimulate member activities and participation in Club events.
- To be responsible for the formation, chair and organisation of meetings for the SOCIAL COMMITTEE, This committee to be made up of a fair representation of club members from all sections of the club, being at least five in total.



DIRECTOR of MARKETING & MEMBERSHIP

Role Summary & Responsibilities:

- Ensure that the Club has a strategic plan, with a positive market presence, for retaining and encouraging new members, both private and corporate.
- Work with the C.E.O. to create marketing material that will promote the club to existing members, prospective members and visitors both golfing and non- golfing and which expands the profile of the Club within the local golfing community. Ensure that any membership and marketing activity is planned and delivered within an agreed time frame.
- Provide plans on how to increase visitor revenue while balancing revenue against the needs of existing Club members.
- To develop a 12 month marketing & membership strategy for presentation to the Board of Directors that sets out how new members will be recruited into the Club; including a retention plan for the current membership base; and demonstrates an understanding of the Club's available market and how this can be exploited to achieve new and retained membership.
- Create an annual marketing plan with a focus on membership recruitment; membership retention; visitor recruitment; visitor repeat business; society recruitment; and club functions.
- Ensure that the Club Website is regularly reviewed and updated and ensure the necessary procedures are in place to keep the Website content fresh and relevant. Regularly review the functionality of the Website and identify opportunities for adding further value.
- Evaluating the effectiveness of channels of communication such as; email, newsletter, Website, Social Media, brochures etc. etc. and ensure that the appropriate mix is employed.
- Ensure that the Club makes 'best use' of the different marketing tools available, including Social Media (Facebook/Twitter/Instagram etc.)
- Work with the Club Captains to promote social events and functions.
- Be responsible for identifying club sponsorship that might raise additional revenue for the Club.
- Managing the collection and collation of members views on specific topics of interest, when appropriate, and approved by the Board of Directors



GREENS DIRECTOR

The role of the Director responsible for Greens is to liaise and work closely with the Course Manager, the Head Greenkeeper and the Club C.E.O. to maintain and develop the golf course to the satisfaction of the Club membership, and to be fully involved in all decisions made in regard to equipment, machinery, budgets and course management practices.

(Note: The responsibility for the day-to-day management of the golf course rests with the Course Manager, operating to agreed policies, processes and standards under the guidance of the Greens Director)

Role Summary & Responsibilities:

- Report on a monthly basis to the Board of Directors at Board meetings.
- Form a competent and representative Greens Committee such that it can effectively represent the views and opinions of all playing members and levels of golfing competence. Chair and arrange Greens Committee meetings which should take place at least quarterly throughout the year.
- To oversee the maintenance and presentation of the course to ensure that the expected standards are achieved and agreed course management policies are implemented and maintained.
- To ensure that any major or significant changes to the course are conducted in accordance with the policies, processes and procedures, as detailed in the "Course Improvement & Maintenance Programme" document (July 2013) and to maintain its integrity. This document serves as an agreement between the club and greens staff, detailing how the course is to be managed, the expected standards of maintenance and the presentation of any future development plans for the golf course.
- To ensure that staffing levels and training are adequate to maintain the course in the condition and to the standards set out in the above document.
- In conjunction with the Course Manager and the Club C.E.O., formulate a greens budget, taking account of the historical level of spend and any expected spend changes to the spend pattern. To monitor on a monthly basis, in conjunction with the C.E.O. and/or Finance Director, spend against budget and to investigate any significant variances.
- In conjunction with the Course Manager, to formulate and maintain a long-term course improvement/development programme, including Winter Works programme(s)
- To produce, in conjunction with the Course Manager, the Club C.E.O. and Finance Director, a "rolling" programme for the replacement and purchase/lease of new machinery, to meet future requirements.
- Together with the Course Manager ensure the prompt bi-monthly publication of the Course Manager's Blog is presented to the Board for inclusion in the Board Minutes and/or for publication on the Club Website.
- To ensure that the policies and procedures pertaining to the course closure/restrictions and other protective measures are consistently applied.