

Waterford Golf Club

Governance

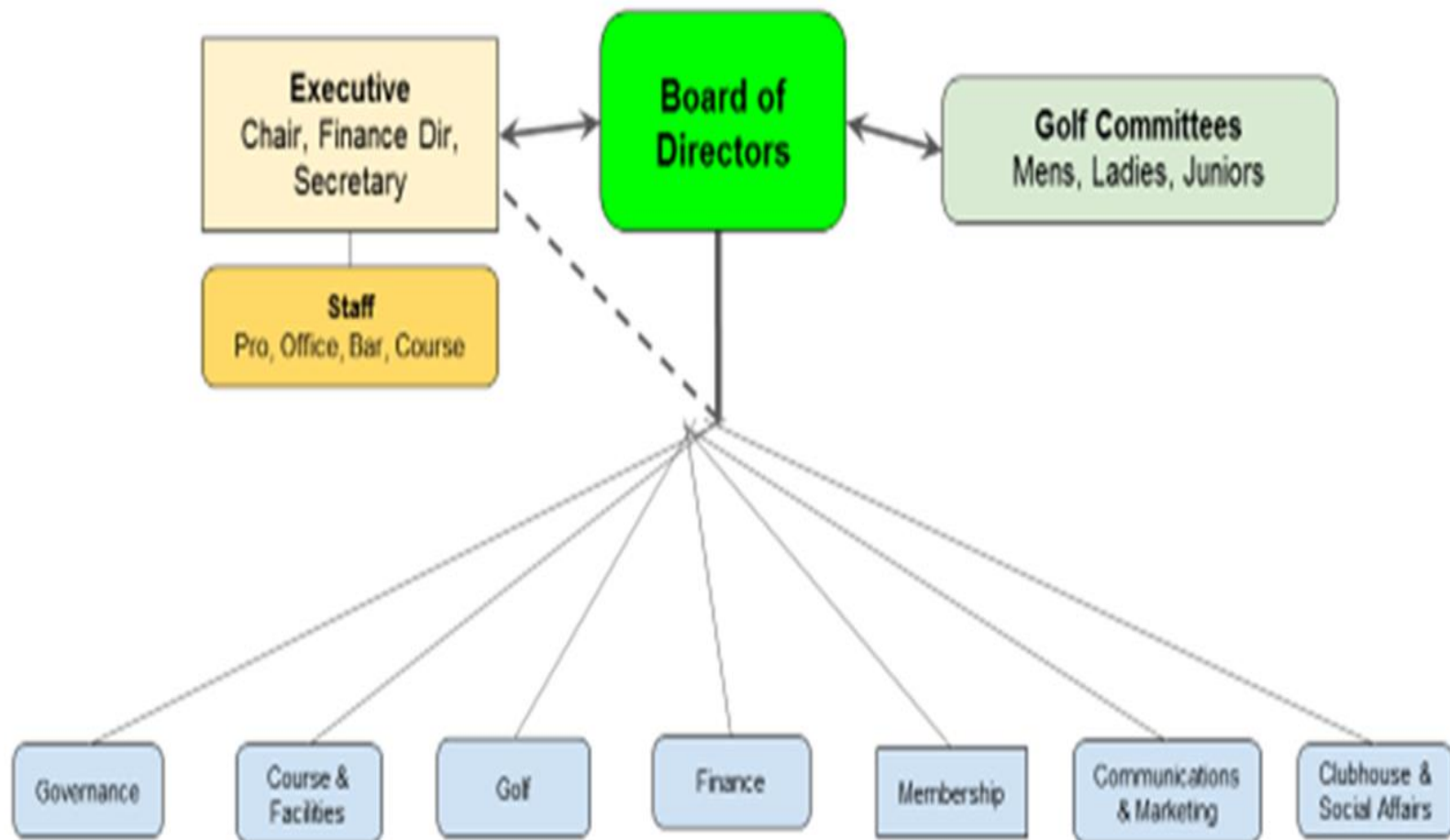
2017-2020

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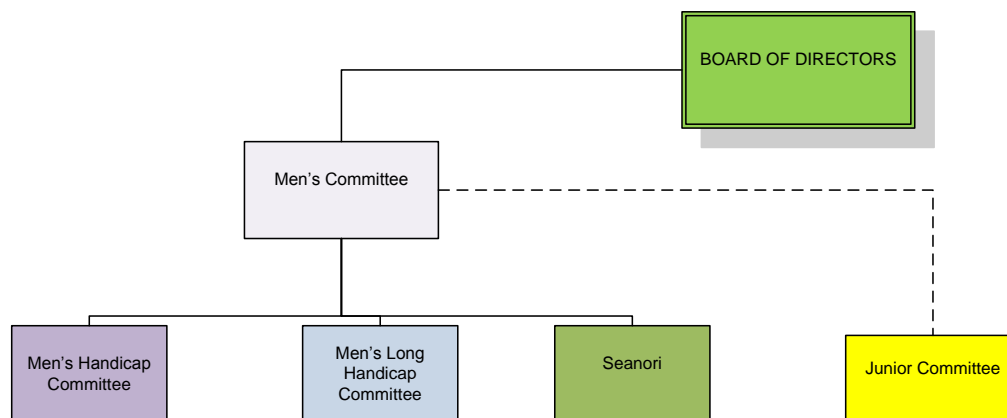
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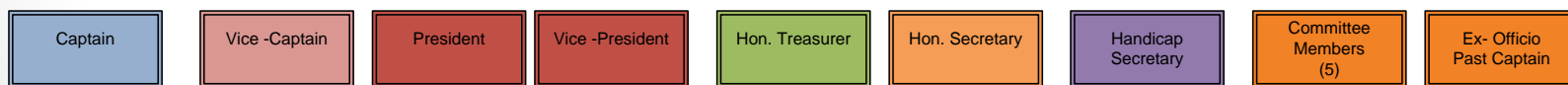
Waterford Golf Club Organizational Chart



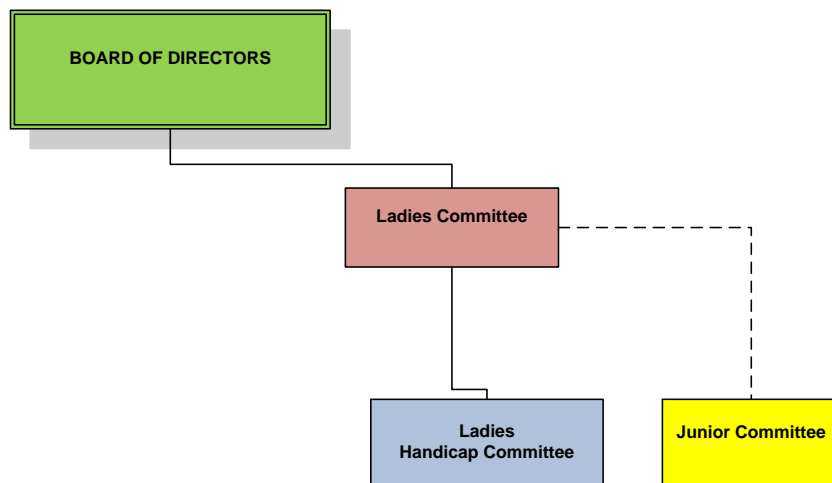
Men's Club



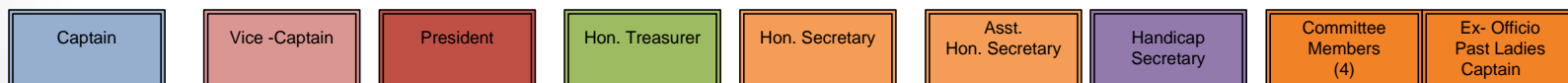
Men's Club Organisation Structure



Ladies Club



Ladies Club Organisation Structure



Governance

CORE AREA	GOVERNANCE
STRATEGY STATEMENT	
<p>Our aim is to ensure Waterford Golf Club is run responsibly with an effective organisation structure that operates in a business- like manner to enable it deliver our Purpose</p> <p>To provide leadership and strategic guidance for Waterford Golf Club in addition to overseeing management and Committee implementation of the Club's strategic initiatives.</p> <p>The Board is accountable to the Members for the performance of the Club. In performing its role, the Board aspires to excellence in governance standards, transparency, and act with integrity and develop effective controls to reduce risk to the Club's future.</p>	



Key Principles of Governance

- **Principle 1: Leading the organisation**
 - Agreeing vision, purpose and values and making sure that they remain relevant
 - Developing, resourcing, monitoring and evaluating a plan to make sure the organisation achieves its stated purpose
 - Managing, supporting and holding to account staff, volunteers and all who act on behalf of the organisation
- **Principle 2: Exercising control over the organisation**
 - Identifying and complying with all relevant legal and regulatory requirements
 - Making sure that there are appropriate internal financial and management controls
 - Identifying major risks for the organisation and deciding ways of managing the risks
- **Principle 3: Being transparent and accountable**
 - Identifying those who have a legitimate interest in the work of the organisation (stakeholders), and making sure that there is regular and effective communication with them about the organisation
 - Responding to stakeholders' questions or views about the work of the organisation and how it is run
 - Encouraging and enabling the engagement of those who benefit from the organisation in planning and decision-making
- **Principle 4: Working effectively**
 - Making sure that the governing body, individual board members, committees, staff and volunteers understand their roles, legal duties, and delegated responsibilities for decision-making
 - Making sure that the board exercises its collective responsibility through board meetings that are efficient and effective
 - Making sure that there are suitable board recruitment, development and retirement processes in place
- **Principle 5: Behaving with integrity**
 - Being honest, fair and independent
 - Understanding, declaring and managing conflicts of interest and conflicts of loyalties
 - Protecting and promoting the organisation's reputation



BOD Key Roles & Responsibilities –(1)

- The Board of Directors 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:
- 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;
- 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.
- Undertake succession planning for our Committee and other key Club personnel
- Balance and develop the skills within our Committee
- Provide leadership for all those in our Club
- Submit annual reports, quarterly financial statements and recommend changes in by-laws and rules to a higher governing body for approval



BOD Key Roles & Responsibilities – (2)

- Conduct the business of the Club through Sub-Committees and appointed officers as required on such terms and conditions as it believes appropriate.
- From time to time in accordance with the Constitution, make decisions for the conduct of its own proceedings, the control of its funds and property, and efficient management of its administration.
- Transparency and Responsibilities to Members
- Maintain and improve Committee policies
- Ensure compliance with all relevant laws and good practices
- Set committee objectives and expectations of committee members including their duties and support for the Chairperson and staff
- Communicate effectively and regularly with members
- Management of the golf course
- Set out the bye-laws of the Club which governs the rules relating to the use of the course
- Define membership categories



Chairperson -Key Roles & Responsibilities

Role of the Chairperson

- The Chairperson is charged with providing leadership and direction to the Board in addition to having responsibility for ensuring that the Board fulfils its responsibilities for the governance and success of the Club. He/she also works to optimise the relationship between the Board, any paid employees, volunteers and other members, and to achieve the Club's agreed goals.
- Chair BOD 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 Board's attention on matters of Club governance that relate to its own structure, role and relationship to any paid employees
- Periodically consult with BOD members on their role, to see how they are going and help them to optimise their contribution
- Work with the BOD to ensure:
- The necessary skills are represented on the Board and that a succession plan is in place to help find new Board members when required
- Goals and relevant strategic and business plans are developed in order to achieve the goals of the Club
- Work with the Financial Director & Secretary 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



Captain's - Key Roles & Responsibilities

- The Captains assist the Committees 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 Chairperson when appropriate, to resolve confidential or sensitive Club and membership issues
 - Handle correspondence and disputes as appropriate



Presidents - Key Roles & Responsibilities

The Role of President

- The position of is of an honorary and ambassadorial in nature with the occupier mainly seen as a figure- head of the Club objectives



Finance Director - Key Roles & Responsibilities

The Finance Director is responsible for the financial supervision of the Club

Responsibilities include, but are not limited to:

- Provide advice to the BOD in their management of the Club finances.
- Administer the financial affairs of the Club. This would include regular meetings with the Chairperson 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.
- Monthly financial reports – present at monthly BOD meetings.
- Act as signatory on the Club account
- Lead the annual budget process and ensure an appropriate annual budget is provided to the Board for approval. This will include specific budgets to be agreed with the heads of the other 3 financial Pillars:
 - Course
 - House
 - Marketing



Secretary- Key Roles & Responsibilities

The Honorary Secretary has three main functions: -

1. To organise meetings, both Board and General, and issue notices of same
 2. To take the minutes of those meetings
 3. To deal with Club correspondence
- Ensure that the records of the Club are maintained as required by law and made available when required by authorised persons. These records may include founding documents, lists of Board members, Board meeting Minutes, financial reports, and other official records
 - The Secretary ensures that official records are maintained of members of the Club and Board & Committees. He / she ensure that these records are available when required for reports, elections, referenda, other votes, etc.
 - Provide an up-to-date copy of the Constitution and bylaws at all meetings.
 - Ensure that proper notification is given of Board and Club meetings as specified in the bylaws
 - Help and lead the Board in providing systematic communication from the Board to Club members and other relevant stakeholders
 - Provide a summary of Board Minutes for distribution to all Club members via website and noticeboards



BOD -Code of Conduct

Standards of Behaviour

Purpose

The purpose of this document is to set out the standards of behaviour expected of The Waterford Golf Club Board Members. In agreeing to be part of the Board, each member must also agree to adhere to these codes at all times.

BOD Members must:

- Be diligent in their role
- Attend Board meetings or forward their apology prior to the meeting
- Treat all people associated with the Club, including members, volunteers, partners, external stakeholders, and other Board/Committee Members with respect
- Always consider the welfare of the Club's members
- Attend to their fiduciary responsibility and make decisions based on what is best for the Club, not for individual interest or gain
- Not take advantage of their position on the Board in any way
- Declare any Conflicts of Interest as they arrive and act to ensure that these conflicts do not pose a risk to the organisation
- Be open to feedback from members and respond appropriately
- Be honest at all times
- Adhere to the policies and procedures established by the Club
- Adhere to the legislative requirements of the Club
- Always look for opportunities for improved performance of the Club operations and Board functions
- Always represent the Club in a professional manner
- Not speak to the media about any aspect of the Club that could damage the Club or its reputation.



Compliance

Waterford Golf Club is an incorporated entity and the board of directors have statutory duties set out in the Companies Act 2014 including the following:

- To act in good faith in what the director considers to be the company's interests
- To act honestly and responsibly in the company's affairs
- To promote the success of the company
- To act in accordance with the company's constitution and exercise powers only for lawful purposes
- Not to use company property for own or others' use unless approved by the members or by the constitution
- Not to agree to restrict the directors power to exercise an independent judgement unless approved by the members or by the constitution
- To avoid conflicts of interest unless released by members or by the Company's (club)constitution
- To exercise care, skill and diligence
- To have regard to the interests of the members and employees
- Furthermore, Clubs must register annually with the Registrar of Clubs

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



Key Legislation

The major Legislation the BOD must be compliant with are listed in the summary below;

- **Companies Act 2014**
www.irishstatutebook.ie/2014/en/act/pub/0038/index.html
- **Intoxicating Liquor Acts 2003**
www.irishstatutebook.ie/2003/en/act/pub/0031/
- **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/
- **The Equal Status Acts**
www.irishstatutebook.ie/2000/en/act/pub/0008/
- **The Data Protection Act 1988**
www.dataprotection.ie/viewdoc.asp?DocID=796
- **Hazard Analysis and Critical Control Point (HACCP)**
www.fda.gov/Food/GuidanceRegulation/HACCP/
- **Protection of the Environment Act 2003**
www.irishstatutebook.ie/2003/en/act/pub/0027/index.html
- **The National Employment Rights Authority (NERA)**
www.workplacerelations.ie/en/Workplace_Relations_Bodies



Safety, Health and Welfare

- The pertinent legislation in this area is the Safety, Health and Welfare at Work Acts 2010 together with the Safety, Health and Welfare at Work (General Application) Regulations 2007.

These provide:

- “Every employer shall ensure, as 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



Children and Vulnerable Groups

- All Clubs should produce a safeguarding child protection plan. The essential parts of the document are:

Junior Information Sheet (including medical / behavioural information and parental permission for travel, photos, etc.)

- Leaders Code of Conduct (including self-declaration questions, signed annually)
- Juniors Code of Conduct (signed annually)
- The Club document also contains guidelines for travel and supervision, bullying, social media and parental code of conduct.
- Clubs are obliged to prioritise the welfare of children and vulnerable people. Children are defined as those under the age of 18. Welfare includes safety, respect, dignity, the prevention and reporting of all forms of abuse.
- The Department of Children and Youth Affairs (DCYA) recommends the introduction of a child protection policy/protocol and therefore it is best practice for a Club to draft a clear, written policy statement and comprehensive guidelines for coaches, team managers, committee members and staff which should form part of the constitution. This policy should then be strictly followed and communicated to all members. At a minimum the following items should be covered in the policy:
Training, transportation and accommodation of children
- Injury and first aid procedure
- Standards of behaviour
- General supervision and handling of sports accidents
- Complaints procedure, with a dedicated complaints officer
- The ratio of adults to children
- Vetting of external coaches and new employees
- Access to changing rooms when juniors are occupying them .Specific officers should be assigned the responsibility for overseeing and implementing the policy and they should be provided with appropriate training.



The Equal Status Acts 2000 to 2011

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.
- 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.



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 Club 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?
-



Food Hygiene & Environmental

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 BOD should ensure that the HACCP system is adhered to and food safety legislation is complied with.

The committee should ensure there are procedures in place to comply with the Protection of the Environment Act 2003 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



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



Risk & Business Continuity (1)

- **Risk Management Policy**
- Risk Management is about assessing potential risks in Waterford Golf Club and acting to reduce the likelihood or consequence of them occurring. A risk is defined as the chance of something happening that will have an impact upon the organisation.
- Risks can be physical (improving safety for participants), as well as financial, legal, ethical and social.
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- **Rationale for managing risk:**
- Identifying potential risks and creating a risk management policy for the club, can have the following benefits;
- Good management practice
- Reducing unexpected and costly surprises
- Assistance with strategic planning
- More effective and efficient allocation of resources
- Encourage more people to participate in your activity
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- **Commitment to Risk Management:**
- The Board of Waterford Golf Club has a commitment to use risk management practices to support and enhance our activities in all areas of the organisation. We will endeavour to;
- Develop and use a risk management plan to minimise reasonably foreseeable disruption to operations, harm to people and damage to property
- Ensure risk management is an integral part of all our decision-making processes
- Identify and take advantage of opportunities as well as minimise adverse effects
- Strive to continually improve our risk management practices
- Train people to implement risk management effectively
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Risk & Business Continuity (2)

Areas to be covered:

- The following areas of risk will be covered in the Club's risk management plan: (these will vary depending on club needs)
- Participants safety (Facilities, Equipment & Environment)
- Coaching
- Financial
- Legal / Insurance
- Human Resources (volunteers and paid)
- A working group of at least three people (including the person responsible for the area) will determine the items of potential risk for an area above and ways to minimise the likelihood and consequence of them occurring. A variety of people with knowledge and expertise in these areas should be invited to form these working groups.
- **Responsibilities:**
- The Club BOD is responsible for the development and implementation of the risk management plan in the club. Members of the club will be involved in the development of the plan and will be responsible for managing risks in specific areas. For example, the Treasurer will manage the financial risks, the secretary will manage the Human Resource risks, etc.
- Monitor and Review:
- The Club BOD will monitor and review the implementation of the risk management program. Once the plan is complete, it will be reviewed for effectiveness on a six monthly basis.
- Risk Log
- The BOD will maintain through the Hon .Secretary a Risk Log which will be open for review at all times.
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Other – see waterfordgolfclub.com

- Articles of Association - Revised December 2016 – Version 2.0
- Bye-Laws - Revised December 2016 – Version 2.0
- Club Protocols - Revised December 2016 – Version 2.0
- Policies & Procedures - Revised December 2016 – Version 2.0



Articles of Association

Revised December 2016 – Version 2.0

Bye- Laws

Revised December 2016 – Version 2.0

Club Protocols

Revised December 2016 – Version 2.0

Strategic Business Plan For Waterford Golf Club

2020 Vision (2017-2020)