



BELVOIR PARK
GOLF CLUB

Planning Committee Report

Monday 7th October 2019

Governance Committee



The Governance Committee was established in the Autumn of 2017 at the request of Council to:

- review the current Governance structures
- make recommendations for the way forward

Background



- Strategic Changes began in 2005
 - ❑ Clubhouse build
 - ❑ redefinition of membership categories
- 2013 Council reduced from 26 to 15
 - ❑ Improve quality of debate, increase responsibility & accountability
 - ❑ Need to have a collective vision with strategic goals & objectives
- The desire to adopt current best practise
 - ❑ Driven by advancement of One Governing Body, coming into effect 1st January 2021

Background



Generic issues affecting all clubs:

- Decline in numbers seeking to join a golf club
- Increase in statutory obligations requiring a heightened level of understanding
- Compliance with implementation of Golf Ireland
(One Governing Body)

Background



Issues specific to Belvoir Park Golf Club

- Management Issues becoming more complex and correct decisions are vital to the successful administration and growth of the club
- Change in climate – this has had a significant impact on the capacity of our course & meeting the demands of our members
- Planning of Bus Route infringing the course may be resurrected

Questions considered



- How does the Club set Strategy and define its aims and objectives ?
- How is policy best defined by or on behalf of the Club ?
- Is there a better management structure that the Club should strive to adopt ?
- If so, what role should Council continue to play ?

Committee Recommendations



Recommend Council to appoint a Planning Committee, with brief to:

- Consult with members to identify the vision, objectives and core values of the Club
- Develop a detailed 5 year plan commencing January 2021
- Recommend to Council alterations to Club's existing rules and constitution.
- If approved by Council, plan to be presented to members for adoption

Committee Recommendations



- Thereafter in Jan 2021 replace existing Council with a new Management Board, comprising no more than 12 or so members. Men's Committee is created and the existing Ladies' Committee is retained.

Management Board Structure



- ✓ Chairperson
 - ✓ Finance Director
 - ✓ Male Captain (ex officio)
 - ✓ Female Captain (ex officio)
 - ✓ 8 Ordinary Members (key responsibilities)
-
- Ordinary Member is a 5, 6 or 7 day member
 - Gender balance guidelines 30%/30%/40%

Management Board Composition



- Chairperson – minimum 2 years and a max of 3 years, excluding the transition year 2020
- Finance Director – minimum 2 years and a max of 3 years, excluding the transition year 2020
- Captains
- Ordinary Members (8) – minimum of 3 male and two female, appointed for a minimum of 2 years and a max of 3 years.
- Role of Ordinary Members (Convenors) may be:
 - ☐ Course Management
 - ☐ House & Social
 - ☐ Membership & Communication
 - ☐ Juniors
 - ☐ Strategic Planning
 - ☐ Business Development
 - ☐ Marketing & Sponsorship

Why Change ?

This would:



- ☐ Maximise the Club's ability to appoint those most suitable to manage the Clubs affairs
- ☐ Provide for greater stability and continuity in the management of the Club's affairs
- ☐ Strengthen reporting lines within the Club's management structure
- ☐ Make the role of Captain for male & female members more enjoyable and less onerous, and more attractive – a more ambassadorial role.

Rationale for Strategic Plan



- No overall strategic plan exists
- The principle is approved by the membership of the Club by December 2019 and 2020 will be the transition year.
- The plan commences on 1st January 2021
- Complete collaboration between Council & Planning Committee is essential during 2020
- The ultimate goal is to prepare for the future

The Management Board Role



- To provide leadership to the members of the Club in identifying the Vision, Objective and Core Values of the Club
- To develop leadership & strategic direction focussing on the defined vision, core values and objectives
- To oversee and execute the implementation of the 5 year plan
- To oversee all aspects of the Club's governance, including all capital & revenue expenditure
- To monitor progress annually against agreed goals & objectives
- Monitor performance, financial expenditure, risk & resource allocation against the strategic plan at least quarterly
- Ensure the maintenance of a sound financial & resource platform at all times
- Build effective relationships with external organisations
- Undertake training as appropriate and participate in an annual process of collective & individual evaluation of Committees and Staff
- Attend events and meetings as appropriate and to act as hosts and ambassadors on behalf of the Club

Competencies & Qualities of the Management Board



Chairperson –

- Be capable of expressing, orally and in writing, ideas and information in ways that are appropriate, accurate and concise;
- Listen to all fellow Board members, ensuring their views are heard;
- Identify opportunities in pursuit of the achievement of the Club's vision and strategic goals;
- Follow the principles of corporate governance and any established Code of Conduct;
- Ensure that independent judgment is exercised on issues of strategy, performance, resources and standards of conduct;

Competencies & Qualities of the Management Board



- Understand the purposes of corporate governance and management, the differences and relationships between them and frameworks for assurance and accountability;
- Empathise with the volunteers who are vital to the running of the Club
- Understand and accept the legal duties, responsibilities and liabilities of being a Board member;
- Have excellent interpersonal, leadership and influencing skills, the ability to contribute effectively to the Board and committees providing critical support, communicating effectively with those other organisations with which the Club interacts.

Competencies & Qualities of the Management Board



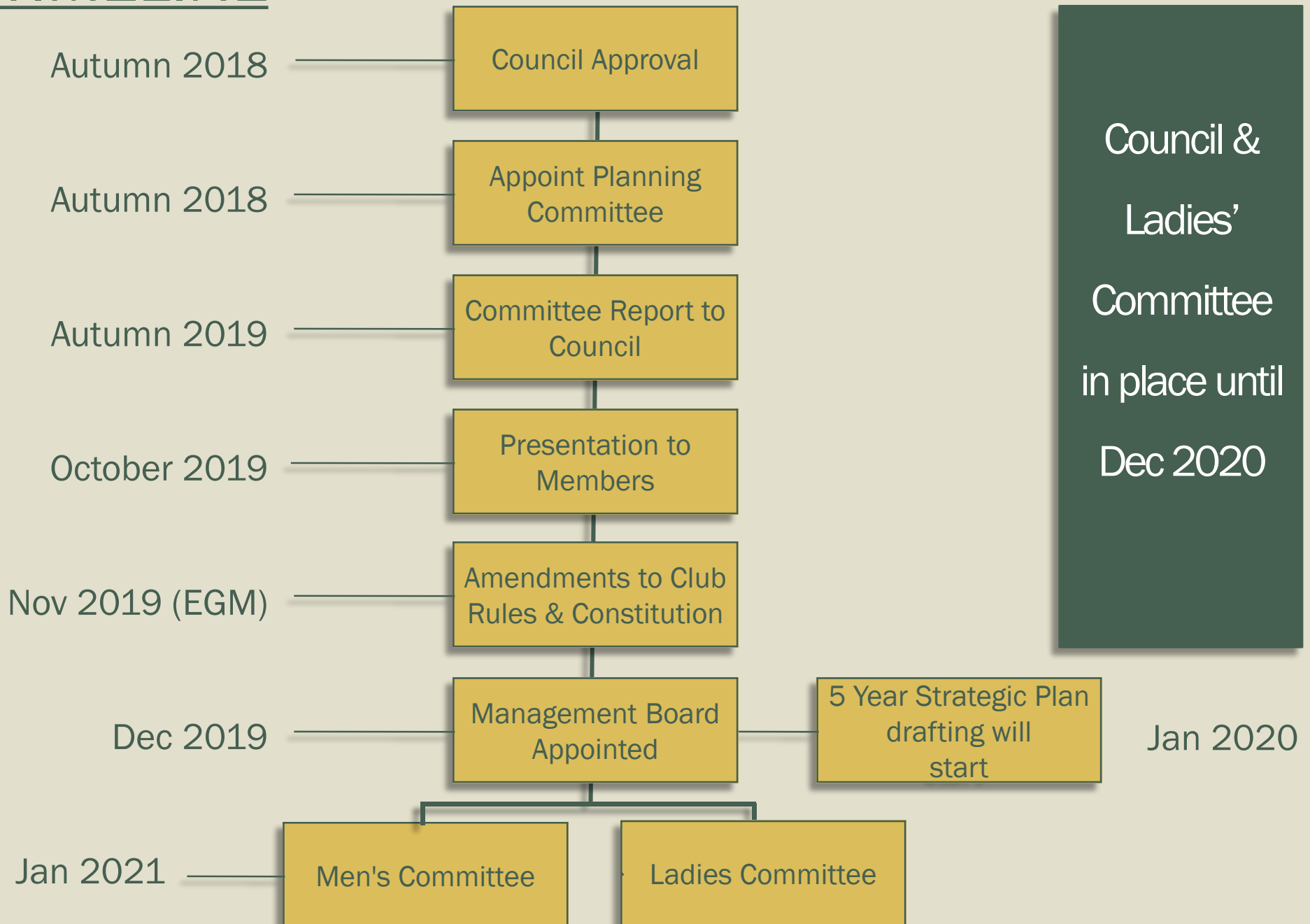
- **Finance Director** – there is a very clear overlap between competencies & personal qualities & experience attributable to the Chairperson and the Finance Director, particularly in the area of financial policy & monitoring of financial performance
- **Ordinary Members** – the roles will be challenging with a greater onus on the Management Board to participate meaningfully, effectively and with purpose.
 - ❑ *It will be critical for the Ordinary Members to participate actively in bringing definition to and achieving the Clubs objectives and goals as set out within the five year plan.*
 - ❑ *The Board should seek to encourage the Club to examine closely how it invites candidates for the position of membership to the Management Board.*
 - ❑ *It is vital to the success of the Management Board that those with clearly proven skills and experience in the area in which they are asked to or seek to participate are identified and encouraged to put themselves forward.*

Men's & Ladies' Committees



- Recommendations that both a Men's Committee and Ladies' Committee to deal with Golf matters only.
- Both Committees should be identically structured to oversee golfing interests ONLY of the male and female membership, through the organisation of golf, maintenance of its members handicaps and ancillary golf playing issues. Council will no longer exist.
- There will be one Club AGM to conduct Club business
- The Male and Female Captain will be appointed at the Club AGM
- The Male Captain will chair the Men's Committee and the Female Captain will chair the Ladies' Committee
- There will be no need for any other Office Holders of the Men's & Ladies' Committee
- One President and a Vice President alternating male and female yearly will be appointed at the AGM.

TIMELINE



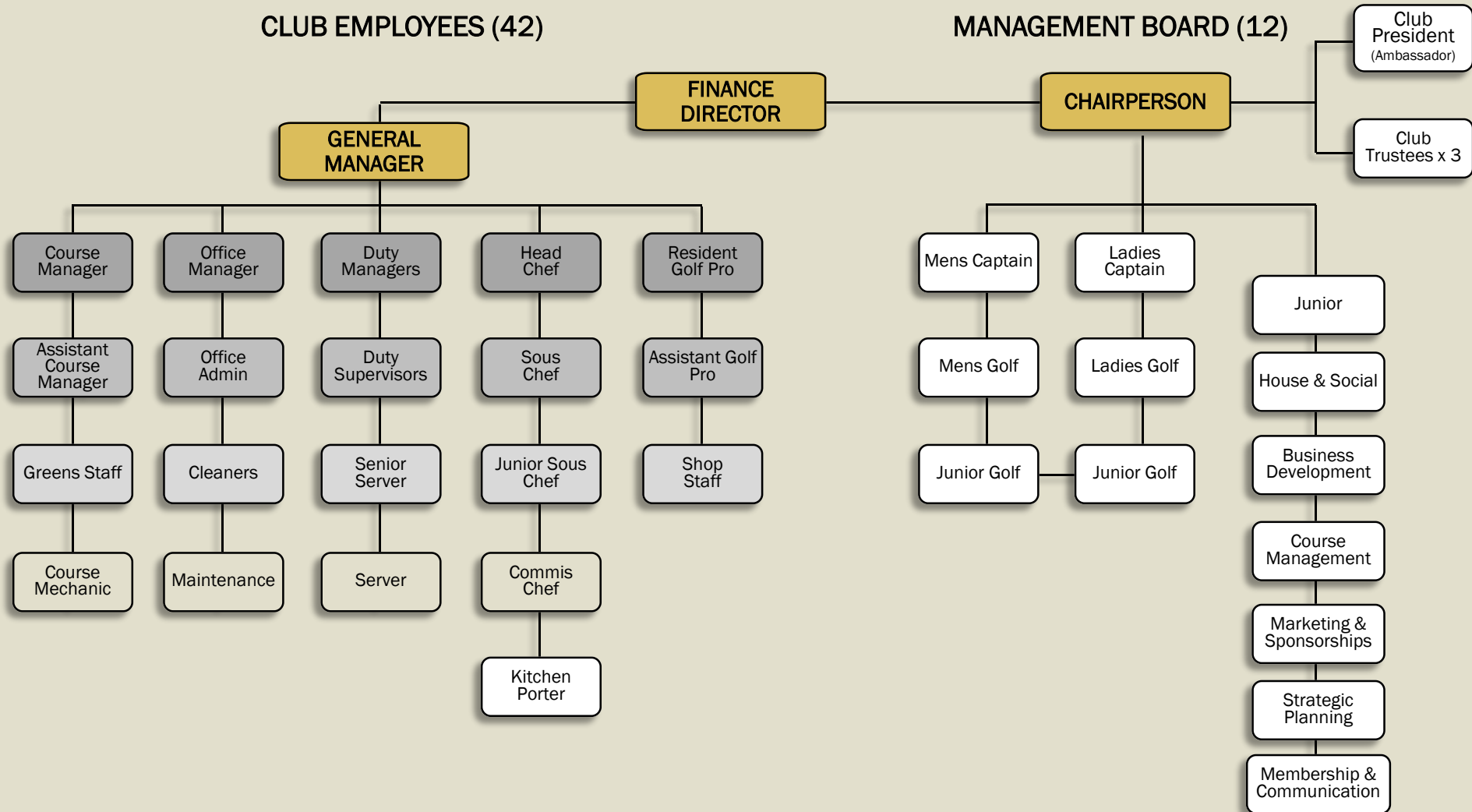
Governance Structure



**BELVOIR PARK
GOLF CLUB**

CLUB EMPLOYEES (42)

MANAGEMENT BOARD (12)



Sources of Advice and Guidance



- Neill Kilgallon, Confederation of Golf in Ireland (CGI)
- David Simpson, Skerries Golf Club
- John McCormack & Eamonn Dougan, Castle Golf Club
- Cork Golf Club
- Royal Dublin Golf Club
- Best Practice includes:
 - ❑ Management Models have been successfully implemented in recent years within Ireland particularly Leinster
 - ❑ Accommodate the 3 tier structure – Management Board, Ladies & Men's Committees
 - ❑ A need to collaborate with progressive Clubs and associated agencies

“Doing nothing is not an Option”



Thank you for your time

Planning Committee

Michael Wilson, Chair

Niall Flynn, Captain

Sian Henry, Lady Vice Captain

Pauline Bailie

Fiona Bagnall

Brian Malone

Jim Cullen, General Manager

Future Information Nights



- Follow up nights for members who could not make it.
- Tuesday. 15th October 2019 – The Colt Suite 7pm
- Thursday. 17th October 2019 – Restaurant 7pm
- Monday. 21st October 2019 – The Colt Suite 7pm
- Wednesday 23rd October 2019 – The Colt Suite 7pm
- Thursday 7th November 2019 – EGM - The Church Hall 7pm