

BROOMIEKNOWE GOLF CLUB

STANDING ORDERS

Policy Summary:	This document sets out Broomieknowe Golf Club's Standing Orders which regulate the management and conduct of meetings of the Club
Policy Owner:	Council, Broomieknowe Golf Club.
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Broomieknowe Golf Club Limited

Standing Orders

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Council of Management and Sub-Committees

1. Introduction

1.1. The Articles of Association set out the legal processes under which the Club, as a Limited Company, must operate and these Standing Orders are made in accordance with those Articles.

1.2. These Standing Orders, or any other such document, do not supersede the Articles or the Club's legal duties, but rather set out the operational procedures and remits of the various committees for the governance of the Club.

1.3. The Directors of the Club may make or amend any of these Standing Orders, with the exception of any that would require the approval of members in general meeting and in accordance with the Articles of Association.

1.4. Once implemented, the Standing Orders will be reviewed every three years or in response to changes in the Articles of Association or legal duties of the Club.

2. Election of Directors and appointments to Sub-Committees

Election of Directors

2.1. The Directors of the Club will be appointed in accordance with the Articles of Association, with the aim of having a minimum 25% gender mix.

2.2. The Captain and Vice-Captain will be elected at the AGM to hold office for a two-year term and will stand down at the end of that term.

2.3. At the first AGM after the adoption of the new Articles of Association, the Director of Administration (Secretary), Finance Director (Treasurer) and Director – Golf Course Management (Greens) shall be elected to hold office for a term of three years, two years, and one year respectively. Subsequent appointments shall be for the full three-year term. A maximum of two consecutive three-year terms may be served.

2.4. The other four Directors will be elected at the AGM to hold office for a three-year term. A maximum of two consecutive three-year terms may be served. Similar to paragraph 2.3, the Council will determine rotation to ensure continuity of the Council.

2.5. The Council will intimate vacancies for Directors to members two months before the date of the AGM at which elections are due to take place. Members interested in becoming a Director will be given an application form and a role description that sets out clearly what is expected of the successful candidate. Nominations must be submitted no later than twenty-one days before the date of the AGM. Submissions after that date will not be accepted.

2.6. The Council will consider applications received and may interview candidates as it sees fit. The Council will recommend appropriate candidates for election at the AGM in accordance with the Articles of Association.

Appointments to Sub-Committees

2.7. The Council will intimate vacancies for each Sub-Committee to members of the Club and will request interested members to submit a personal statement setting out the key experience and skills transferable to the relevant sub-committee. The aim will be to have a gender mix on all sub-committees where possible.

2.8. The Council will consider each application and may interview candidates in manner as it sees fit, seeking to appoint members with a mix of skills and a willingness to contribute to the effective working of each sub-committee.

2.9. The term of membership of a sub-committee will be three years and a maximum of two consecutive three-year terms will be permitted. The Council will determine the rotation of sub-committee members to ensure continuity of each sub-committee

3. Council of Management

3.1. The Council of Management (The Council) shall meet at least six times per year and shall be responsible for the management of the Club.

Composition

3.2. The Council shall consist of: Captain; Vice-Captain; Director of Administration (Secretary); Finance Director (Treasurer); Director – Golf Course Management (Greens); Marketing & Membership Director; Fixtures and Handicapping Director, Club House Services Director; Junior Golf Director; and the Club Administrator (Ex-Officio).

Remit

3.3. The Council will work to the following remit:

- a) to monitor progress of the Club's Business Plan and annual action plans for each operational area;
- b) to consider and approve as appropriate, reports from each of the sub-committees;
- c) to consider any matters brought to the attention of the Council by a member or members of the Club;
- d) to consider any recommendation by the Finance and Management Committee on the need to borrow money and to mortgage or charge its undertaking and property or any part thereof;
- e) to ensure that such money at any one time owing shall not without the sanction of a General Meeting, exceed fifty thousand pounds;
- f) to ensure that any plans to sell or lease by public auction or by private bargain to lease or surrender, exchange or otherwise dispose of the heritable or moveable property or rights of the Club are resolved by Special Resolution in General Meeting;

- g) to ensure that a proper register is maintained in accordance with Section 891 of the Act, as amended, of all Mortgages and charges specifically affecting the property or rights of the Club;
- h) to consider and approve as appropriate, applications for membership of the Club; and
- i) in accordance with the Articles of Association, to seek nominations for the election of Directors, two months before the date of the AGM;

4. Finance and Management Sub-Committee

4.1. This sub-committee will meet on a monthly basis.

Composition

4.2. This sub-committee will consist of: the Finance Director (Chair); the Director of Administration; and three members of the Club, with appropriate skills and a willingness to contribute to the work of the sub-committee.

Remit

4.3. This sub-committee will work to the following remit:

- a) to consider and make recommendations to the Council for a 5-year Business Plan and associated annual action plans;
- b) to consider and make recommendations to the Council on all matters relating to the budgets and financial management of the Club;
- c) to provide the Council with a monthly revenue budget report for each operational area;
- d) to consider and make recommendations to the Council on annual membership levels, setting targets for growth as necessary;
- e) to consider and make recommendations to the Council on staffing levels and remuneration;
- f) to consider and make recommendations to the Council on all matters relating to the Club's legal obligations as an employer and an occupier of premises;
- g) to consider and make recommendations on policy in relation to human resource management; and
- h) to undertake any other duties as directed by the Council.

5. **Golf Course Management Sub-Committee**

5.1. This sub-committee will meet on a monthly basis.

Composition

5.2. This sub-Committee will consist of: the Director for Golf Course Management; the Golf Course Manager (Ex-Officio); and three members of the Club with appropriate skills and a willingness to contribute to the working of the Committee.

Remit

5.3. This sub-committee will work to the following remit:

- a) to implement an annual action plan aligned to the Club's Business Plan;
- b) to consider and make recommendations to the Council on Golf Course Management Policy;
- c) to keep under review and control the golf course management revenue budget, reporting to Council as appropriate;
- d) to consider and make recommendations to the Council for any capital expenditure requirements identified relating to the management of the golf course;
- e) to implement the health and safety policy, ensuring that all green keeping employees and members are aware of their responsibilities;
- f) to keep under review the maintenance programme for the golf course and machinery;
- g) to inform members of planned work to be carried out on the golf course;
- h) develop a quarterly forum where Club members can provide constructive feedback to members of the greens team;
- i) develop initiatives aimed at encouraging a strong bond between the Club membership and the greens staff;
- j) liaise with the Marketing and Members Services Director and the Clubhouse Services Director on the development and implementation of initiatives aimed at increasing income from visitors;
- k) to undertake any other duties as directed by the Council.

6. **Marketing and Membership Sub-Committee**

6.1. This sub-committee will meet on a monthly basis.

Composition

6.2. This sub-committee will consist of the Marketing Director and three members of the Club with appropriate skills and a willingness to contribute to the working of the committee.

Remit

6.3. This sub-committee will work to the following remit:

- a) to consider and make recommendations for a 5-year Marketing and Membership Strategy and associated annual action plan aligned to the Club's Business Plan;
- b) to ensure that the Club's website and social media presence is dynamic and maintained to a high standard;
- c) to implement marketing initiatives detailed in the annual action plan;
- d) to keep under review and control the marketing revenue budget, reporting to council as appropriate;
- e) to establish and keep under review annual membership targets aligned to the Club's business plan for membership growth and retention;
- f) to ensure that the benefits of membership are regularly reviewed and publicised;
- g) to implement membership recruitment initiatives as directed by the Council;
- h) to undertake exit interviews to identify reasons for a member leaving the Club;
- i) to undertake an annual membership satisfaction survey to establish any measures necessary for improvement;
- j) liaise with the Director for Golf Course Management and the Clubhouse Services Director on the development and implementation of initiatives aimed at increasing income from visitors;
- k) to utilise the marketing tools provided by Scottish Golf's Club Services; and
- l) to undertake any other duties as directed by the Council.

7. Clubhouse Services Sub-Committee

7.1. This sub-committee will meet on a monthly basis.

Composition

7.2. The sub-committee will consist of: the Clubhouse Services Director; the Bar Supervisor (Ex-Officio); and three members of the Club with appropriate skills to contribute to the working of the committee.

Remit

7.3. This sub-committee will work to the following remit:

- a) to implement an annual action plan aligned to the Club's 5-year Business Plan;
- b) to consider and make recommendations to the Council for any capital expenditure requirements identified relating to the Clubhouse;
- c) to keep under review and control the Clubhouse Services revenue budget, reporting to council as appropriate;
- d) to ensure that all clubhouse employees are provided with appropriate training;
- e) to ensure that high standards of customer service is delivered by clubhouse employees;
- f) develop and maintain an inspection programme that will ensure a high level of cleanliness and also that furniture and furnishings are maintained in a good condition;
- g) to liaise with Clubhouse employees on initiatives aimed at increasing customer usage of the facilities;
- h) to monitor customer service in conjunction with the Marketing Director, undertaking regular customer satisfaction reviews;
- i) to ensure that policies relating to health and safety and to food handling are implemented, in so far as they relate to clubhouse services;
- j) liaise with the Director for Golf Course Management and the Marketing and Membership Services Director on the development and implementation of initiatives aimed at increasing revenue from visitors;
- k) liaise with the PGA Professional to ensure a quality pro-shop and enhanced experience for those who visit the facilities;
- l) to consider and make recommendations to the Council for an annual programme of social events and to organise official club events, as directed by the Council; and
- m) to undertake any other duties as directed by the Council.

8. **Competitions and Handicapping Sub-Committee**

8.1. This sub-committee will meet on a monthly basis.

Composition

8.2. The sub-committee will consist of: the Competitions and Handicapping Director; two members of the Club with appropriate skills and a willingness to contribute to the working of the committee.

Remit

8.3. This sub-committee will work to the following remit:

- a) to consider and make recommendations to the Council for an annual programme of all Club and open competitions;
- b) to prepare and publish a fixtures book annually;
- c) to ensure that the handicapping system is maintained;
- d) to ensure that all competition results are duly published;
- e) to keep under review and control the revenue budget for fixtures and handicapping, reporting to the Council as appropriate;
- f) to organise and run all competitions in compliance with the rules of golf;
- g) to notify the Club's Professional of all competition dates; and
- h) to undertake any other duties as directed by the Council.

9. **Junior Golf Sub-Committee**

9.1. This sub-committee will meet on a monthly basis.

Composition

9.2. This sub-committee will consist of: the Director for Junior Golf and at least two members of the club with appropriate skills and a willingness to contribute to the working of the committee. All members will require to be registered with the PVG scheme prior to any involvement with children, young people or other such vulnerable groups.

Remit

9.3. This sub-committee will work to the following remit:

- a) to consider and make recommendations to the Council for initiatives aligned with Scottish Golf's National Junior Golf Framework, aimed at encouraging children and young people to take up golf;
- b) to organise and run club events aligned to the National Junior Golf Framework, Pillar 2: Events and Competitions;

- c) to liaise with the Marketing Director on initiatives to publicise any National Junior Golf Framework events organised locally by the club;
- d) to create strong links with local schools and the local community to promote junior golf;
- e) develop a wider network of Club volunteers to support junior golf activity, including level one PVG qualified volunteer coaches;
- f) aim to have at least 25 juniors regularly competing in junior competitions and maintain a team presence in the Edinburgh Junior League;
- g) aim to have one junior in the Scottish Golf Academy or County level coaching programme;
- h) to implement and maintain blue course junior programme and competitions, along with a handicap attainment programme;
- i) liaise with the Director of Marketing and members Services to develop, maintain and implement a welcome pack for new junior members;
- j) liaise with the Fixtures and Handicapping Director on a programme of monthly junior competitions;
- k) liaise with the PGA Professional on matters relating to tuition for older juniors;
- l) to keep under review and control the revenue budget for Junior Golf, reporting to the Council as appropriate;
- m) to ensure that the health and safety policy and the child protection policy are implemented in the Club's junior golf activity; and
- i) to undertake any other duties as directed by the Council.