



# **St Neots Golf Club Limited**

## **Rules**

**Date of Issue – February 2020**

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## **1. INTRODUCTION**

1.1. Under Article **69** of the Company's Articles of Association, the Board have the power from time to time to make, alter or repeal such Rules as they deem necessary, expedient or convenient for the proper conduct and management of the Club, subject to the Articles and compliance with CASC rules and regulations from time to time enacted and provided that any Rules may be set aside by an ordinary resolution of a General Meeting of the Club.

1.2 These Rules were adopted by resolution of the Board on 23 July 2018 in place of the previous Club Policy Handbook.

## **2. ADMINISTRATION OF THE CLUB**

The Board shall appoint a General Committee which shall meet monthly or as otherwise decided shall consist of the President, Chairman and Treasurer (the officers and Directors of the Club) together with the Captain, Vice-Captain, Immediate Past Captain and up to nine duly elected members. The Ladies Captain and Ladies Secretary shall be full voting members of the Committee. The General Committee shall have the powers to appoint sub-committees. Sub-Committees shall have the power to co-opt members for special projects.

2.1 Members must not approach directly any employees about their jobs or about the Club and under any circumstances, reprimand a member of the Club staff. Any complaints, questions, concerns and suggestions about such matters must be put in writing to the Chairman or Secretary of the Board of the Company. The Board will not accept any unreasonable or abusive action towards the Club's employees which would include: Aggressive or verbal abuse; threatening gestures; sexist remarks; unwarranted criticism of their work; or being shouted at or otherwise humiliated or blamed without factual justification. Any such behaviour will be taken seriously by the Board and will be dealt with under the provisions of the Articles or these Rules & Byelaws which could result in a Member's suspension or expulsion from the Club.

2.2 The Board shall deal with all suggestions and complaints and their decision shall be final.

2.3 The Board (or the officer authorised by them) shall respond in writing to all written correspondence from members within 20 days of receipt of a letter.

2.4 Any reported inappropriate behaviour shall be dealt with under the Code of Conduct issued to all members and attached to the rules in Appendix 2.

2.5 In accordance with the Articles of Association the Board will fix the amount of any Entrance Fee and Members Subscription and the terms and method of payment thereof for the forthcoming year, such decision to be communicated to the Members as appropriate and as hereinafter referred to and which must at all times be compliant with and subject to CASC Rules.

## 2.6 **CLASSES OF MEMBERSHIP**

2.6.1 The **VOTING MEMBER** classes of membership are as detailed below:

### 2.6.1.1 **HONORARY MEMBERS**

Honorary Membership can be granted to VOTING MEMBERS and others by nomination and approval of the BOARD. The Captain and Ladies' Captain whilst in office, together with any VOTING MEMBER who becomes and whilst remaining an employee, shall be Honorary Members.

### 2.6.1.2 **FULL LIFE MEMBERS**

Ladies and Gentlemen

### 2.6.1.3 **FULL MEMBERS**

Ladies and Gentlemen

### 2.6.1.4 **FIVE AND A HALF DAY MEMBERS**

Ladies and Gentlemen

### 2.6.1.5 **AFFORDABLE MEMBERSHIP**

Ladies and Gentlemen

2.7.1 The **NON-VOTING MEMBER** classes of membership are as detailed below:

2.7.1.1 **JUNIOR MEMBERSHIP**

Junior Membership will be granted for one year only to Boys and Girls who are under the age of eighteen on the 1<sup>st</sup> July in the year of application.

2.7.1.2 **EMPLOYEE MEMBERS**

Ladies and Gentlemen who must be full time employees of the Club or Golf Professional (Minimum 25 Hours per week and employed for at least 12 months.

2.7.1.3 **COUNTRY MEMBERSHIP**

Ladies and Gentlemen Applicants must be Full Members of another recognised Golf Club and must be resident at least 100km from St Neots. Country Members are not permitted to play in formal competitions and must sign in whenever they play.

2.7.1.4 **OVERSEAS/HOLDING MEMBERSHIP**

Full Members who have moved their place of residence to at least 100km from St Neots Golf Club or will be resident overseas. **Overseas/Holding members** are not permitted to play in formal competitions and must sign in whenever they play.

2.7.1.5 **SOCIAL MEMBERSHIP**

Ladies and Gentlemen

2.7.1.6 **FAMILY MEMBERSHIP**

To comprise one Voting Member and that member's spouse, the latter to enjoy the rights and privileges of a SOCIAL MEMBER so long as the Voting Membership shall continue.

2.7.1.7 **FLEXIBLE MEMBERSHIP**

Closed to new Members

#### **2.7.1.8 CORPORATE MEMBERSHIP**

#### **2.7.1.7 OTHER CLASSES OF MEMBERSHIP**

The Board shall be empowered to create new classes of membership, but it is a requirement that all classes of Membership must always be CASC compliant to be of effect.

### **2.8 SUBSCRIPTIONS AND ENTRANCE FEES**

2.8.1 The Board shall have the power to fix the amount of subscriptions and joining fees for each year. Notice of the proposed subscriptions shall be displayed in the Clubhouse and members notified by post BEFORE THE 1ST JUNE in each year. If a VOTING MEMBER is listed in the Club Register as having an electronic mail address this may be used instead of distribution by post. Value Added Tax (VAT) will be charged on those subscriptions that are not exempt under Customs and Excise Regulations in force at the time.

2.8.1.1 Payment of the subscription is deemed to bind a member to observe and abide by the Articles and Rules and Bye-laws of the Club and Company for the time being in force and no member will be absolved from the effect of the Articles and Rules and Bye-laws by alleged or non-receipt or failure to peruse it.

2.8.1.2 Subscriptions are due on the 1<sup>st</sup> July each year and where these are not paid in such amounts in such manner and by such time as the Board may decide, membership may at the discretion of the Board be terminated.

2.8.1.3 The amount of subscription by members elected after 1<sup>st</sup> July in any year is to be determined by the Board.

2.8.1.4 The Board may impose charges for the use of lockers.

2.8.1.5 Any member who resigns and subsequently applies to re-join shall, if accepted, pay an entrance fee if required to do so by the Board.

2.8.1.6 The Club is permitted to become originators of direct debits for the payment of membership subscriptions.

### **3. House & Bar**

#### **Administration**

- “The Club Policy Handbook” is replaced by these Rules and Bye-Laws.
- The office will be open from 09:30 - 14:00 on weekdays only.

#### **Annual Dinner**

- The subsidy for the guest speaker is fixed at £500.00 any remainder is returned to club funds
- The Annual Dinner is a black-tie event.
- To be priced by the Captain, Club Manager and Chairperson of House & Bar for each year.

#### **Bar**

- Where wine and drinks are served at functions they must be purchased from the Club, or a suitable corkage charge levied.
- Eating in the lounge area will be permitted.
- Bar staff are not allowed to play the fruit machines whilst on duty.
- The Club is a designated non-smoking area covering both tobacco and e-cigarette products.
- As a general rule only food and drink provided by the Club may be consumed on the premises.
- By prior agreement with the Club Manager certain low risk foods and drinks maybe allowed on special occasions e.g. Captains Day.

#### **Visiting Non-Members**

- Visitors must be accompanied by a member and signed in for any function or event.

#### **Match Meal Prices**

- The Committee agreed that Club match meal choices will be made by Captains from a current priced menu list. The pricing to be reviewed on an ongoing basis.

## **Mobile Phones**

- Mobile phones can be used anywhere in the clubhouse to check emails etc. as this is no different to consulting a diary. However, if you wish to conduct a telephone conversation, then please use the lobby area by the stairs, changing rooms or alternatively outside the Clubhouse.

Taking or making calls on the course is NOT allowed except in an emergency.

## **Outside Functions**

- The Committee has decided not to allow 18<sup>th</sup> and 21<sup>st</sup> birthday parties on the premises.

## **Dress Code**

### **In the Clubhouse**

- Smart dress at all times
- Sandals and leather flip flops can be worn without socks
- Golfing footwear is only permitted in the Spike Bar
- Members and guests may wear smart blue denim jeans, but no ripped jeans and trainers in the clubhouse as follows
  - Members and guests will be able to traverse the Lounge area to access the toilet facilities and to access the coffee making facilities
  - Shirts shall have collars and the wearing of football type shirts is prohibited
  - Smart leisure shorts and tee shirts are permitted

### **On the Course**

- Tailored shorts are acceptable with socks being predominantly white
- Polo neck and turtleneck shirts are acceptable
- For Men – golf shirts should have a collar and sleeves and be tucked in
- For Ladies – golf shirts should have a collar and sleeves or be a 'shaped fit' golf shirt

### **Notes**

- All club functions will indicate the required dress code for each event (see posters)
- Dress for private functions and Societies shall be agreed at the time of booking

### **On the Course**

- Tailored shorts are acceptable with socks being preferably white
- Polo neck and turtleneck shirts are acceptable
- For Men – golf shirts should have a collar and sleeves and be tucked in
- For Ladies – golf shirts should have a collar and sleeves or be a 'shaped fit' golf shirt



## **Notes**

- All club functions will indicate the required dress code for each event
- Dress for private functions and Societies shall be agreed at the time of booking

## **Swipe Cards**

- Top up minimum of £10.00.
- The discount for cardholders is 15% for both bar and menu items from the kitchen. To be reviewed annually.

## **Bar Tabs**

- Available to members up to a maximum of £40.
- Bar Tabs must be paid in full within 7 days of set-up.

## **200 Club**

- To be managed independently from the Club but gains to be invested in Club activities.
- The Organisers will make recommendations to the Chairmen of Sub-committees on the use of funds.

## **Flag Flying Procedure**

- It was agreed at the April 2017 General Committee Meeting that the following was now Club policy regarding flying the flag at half-mast: -

The flag is to be flown at half mast, for a period of 48 hours from the day the Club receives notification of the death of a current or past playing member, or any other significant event where the Club Manager and a Club Officer agree such action would be appropriate.

Where a Wake is being held on Club premises the Club Manager may, at his/her discretion, for that day only, authorise the flag to be flown at half-mast.

## **Clubhouse Behaviour**

Any unacceptable behaviour/bad language will not be tolerated. Members causing offence will be asked to leave the Clubhouse and will be subject to the Clubs disciplinary procedures.

#### **4. Handicap & Competitions**

##### **Bank Holiday Stablefords**

- Bank Holiday Stablefords will now be played in four divisions, i.e. 0 -9, 10 - 18, 19 -28 and a ladies' division.

##### **Country and Holding Members**

- Country and Holding members must sign in the Pro Shop
- Country members must be a member of another recognised golf club and have a Normal residence at least 100km from St Neots
- Overseas and holding members may sign in guests at the same rates as other members
- Overseas and holding members may play in Invitation Days and invite a guest, but will be the first to be balloted out for invitation days
- Holding members may play 15 rounds per year

##### **Courtesy of the Course**

Visiting professional (can only play five times a year) must: -

- Ring at least 24hrs in advance to request and agree a time for courtesy of the course.
- Sign the green fee book
- If the course is set up to play off grassed tees, then they can play the white tees. If the tees are out of play, they must play off the yellow tees.
- If playing with a non-professional member or visitor, then that person must play from the tee of the day.
- Where a member has entered an external competition, on a home draw the visiting opponent has to pay a guest green fee.
- Where a member is an officially appointed representative of the Club or is playing in a competition organised by a recognised and approved official body, then a free round is acceptable, and play may be from the white tees.
- When a green fee is payable play should be from the yellow tees.

- The following are official Club matches where visitors will be given courtesy of the course:-
  - Scratch leagues (Men and Ladies)
  - Jock Stewart
  - Jean Wilkinson Trophy
  - Mary Cole Rose Bowl
- Matches organised by CAGU (Men) and Cambs. and Hunts L.G.A. (Ladies)  
 Captain's Guests have courtesy of the course, but the Captain must play with them except on Captain's Day.

### **Medals**

- 4-Balls are allowed on Summer Medal days at the Pro's discretion, 4-balls may play on pre-drawn cup days, from the first tee only, after the last starting time.
- Abandonment of medal due to lightning:
  - a) Play must be suspended until conditions permit resumption.
  - b) ALL starting times will be put back by the amount of time that play has been suspended. This should apply to all start times and include cups, medals and casual play.
  - c) If in the opinion of the Chairman or other appropriate member of Handicap & Competitions Committee, insufficient time remains for the completion of the competition, then this competition will be abandoned.

In the event of the abandonment of a qualifying competition, for whatever reason, completed cards will be reviewed on a downward basis only under rule 19.

### **Eligibility**

- List is to be displayed showing members names and qualifying competitions entered in the past year.
- List to be displayed in competition room of those who have not played requisite number of competitions.

### **Ladies and Men in pre-drawn competitions**

- When men and ladies are playing in the same pre-drawn singles stroke play competition, the draw should not be fixed to ensure ladies play together.

## **Winter Competitions**

- All official competitions played in the winter months (regardless of winter rule) shall be classified as Qualifying Competitions - except when temporary greens/tees shorten the course to a length that does not satisfy the Standard Scratch Score or Extended Winter Rules covering the whole course are in use.

## **Five Day Member**

It was agreed that a Five-Day Member:

- Can enter a weekend Medal Competition and Social Golf in line with the agreed tee-times of after 1300 hours summertime and 1200 hours GMT.
- Cannot take part in a weekend Club match, except as the Captains guest.
- Cannot play at weekends except when paying a green fee, except as the Captains guest.
- May use all other facilities at the Club for all seven days e.g. putting green, practice areas, bar and catering.
- Cannot play in any trophy competitions that have 7-day membership qualifying requirements.
- Can play in trophy competitions that have 5-day membership qualifying requirements.

## **Handicaps**

- All cards presented for handicapping will be dealt with immediately and not held back for Committee approval.
- Cards from outside qualifying competitions must be entered immediately on receipt.
- The Club will encourage members to use 'How did I do' facilities to check handicaps.
- An annual handicap review will be carried out in October.
- Nil returns (NRs) do NOT count towards the required three qualifying scores for eligibility to enter Club Trophy, Cup, Golf or Silver Medal competitions. Nil returns (NRs) DO count for handicapping purposes.
- In order to help members to regain a 'Competitive handicap' it was agreed that 'non-competitive' handicap members may enter any qualifying competitions (medal and trophies) but would not be able to win prizes or trophies until they had regained 'Competitive' status.

## **Competition Fees and Prizes**

- Individual competition fees will be reviewed and decided on an annual basis
- All competition fees collected in the year must cover prizes and the Presentation Dinner
- Individual competition prizes for places will be allocated on the amount of entrance fees collected for that competition.

## **Presentation Dinner**

Invitees:

- Club President
- Club Chairman
- Club Captain
- Ladies Captain
- Golf Manager
- Chairman of Handicap and Competition's Sub-committee
- Competition winners

## **5. Course & Greens**

### **Personal Buggies**

- Personal Buggies use on the course requires a Doctors Certificate (stating member or visitor cannot walk 18 holes). For members to enter competitions prior agreement must be obtained from the H & C Sub-committee and recorded in the members' personal details
- Personal buggies are for the sole use of the certificated player so must not be loaned or rented out to other golfers.
- Approval must be received from the Golf Manager by guests and visitors in advance of playing at St Neots Golf Club.
- Personal buggies must not be stored at the golf club.
- Any vehicle with buggy trailers attached must be parked in the area by the green keeper's sheds.

- A buggy ban due to weather/course conditions applies to all forms of buggies whether or not certificated by the doctor and approved by the club. The club office will hold a separate list of all permitted personal buggy users so that they can be contacted when course bans are in place.
- Any breach of the above rules will lead to referral to the Club Officials for review and action as deemed necessary.

### **Bunkers**

- Bunker surround to be cut as semi-rough.

### **Course Closure**

- To be notified by the course hot line (Greenkeepers), the Club web-site (Golf Manager) and the external notice boards (Golf Manager)
- Responsibility for the course closure decision at any time of the week is to be made by the Golf Manager and the Green Keepers through consultation with one another. (if either one is unavailable to participate in the decision then the remaining person(s) takes on the responsibility for the decision), but in the absence of any green staff the decision should be made by the following priority order if they are available, Golf Manager, the Chairman of C & G and failing that the Club Chairman.
- Reviewing course closure decisions, as a minimum, will take place at 7:30am and 12 Noon.
- The decision to abandon play during the day particularly when competitions are being played are when any other organised golf event is taking place should be made by the Golf Manager on advice from the green staff after consultation with a member from the H & C Sub-committee. H & C retain the right to abandon a competition if it is felt that course condition are outside the rules of golf but they have no authority to close or open the course.
- All reasonable efforts shall be made to rectify the cause of the closure if it is within the green staff's capability.
- The course will be closed for members and green staff safety when visibility is affected by fog or mist if the yellow disk set at 150 yards (on tree line between 1<sup>st</sup> and 18<sup>th</sup> fairway from the first tee is not visible. This particular closure will be reviewed hourly by the Golf Manager. Again the course closure should be identified on the Club web site, and notice boards, also the green staff should be informed by the Golf Manager so as they can update the course hot line message.

- Every effort is to be made to strike a sensible balance between jeopardising the medium to long term playing qualities of the course and members desire to play irrespective of the decision. Members must be protected from themselves at all times with the following factors to be considered: - damage to the course, whether or not temporary tee positions and temporary greens are in play and only on exceptional occasions should a closure decision be made on the basis of a weather forecast.

#### **Trolleys under certain wet course conditions**

- When normal flat surfaced wheeled trolleys are banned the Club will allow use of electric or push trolleys that have Hedge Hog or specifically designed winter wheels fitted when this is agreed jointly by the Head Greenkeeper and Golf Manager. The website and hot line course status will be updated to indicate when this is allowed.

#### **Course Safety**

- It is a St Neots Golf Club requirement that all contractors working on the course are to abide by the clubs Health and Safety guidelines and conform to the contractors' own H & S Policies.

#### **GUR**

- All GUR is play not permitted and GUR should be indicated by white lining and or markers.

#### **Length of Carries**

- Length of carries to fairways from the **Ladies tee** positions on all tees to be no greater than 100 yards.

#### **Rakes in Bunkers**

- All bunker rakes must be placed back into the bunker with their handles left firmly resting on the metal rake stands.

#### **Tees**

- Practicing on tees is not permitted.
- Tees surround to be cut as semi-rough.

### **Temporary Greens**

- The decision to move one or more temporary greens is made by the green staff in conjunction with the Golf Manager.
- Greens not in use are to be deemed GUR – play not permitted. Local rule 5i will apply.

### **Courtesy of the Course**

- Free playing rights granted to Green Keeping staff permanently assigned to our course.

### **Height of grass cuts**

Greens Height 4mm (summer) 6mm (winter)

Tees Height 10mm (summer) 14mm (winter)

Banks Height 30mm for both summer and winter

Fairways Height 17mm (summer) 19mm (winter)

Semi Rough Height 25 mm in summer (not cut in winter)

Rough 50mm all year

### **Bench and tree memorial Plaques**

When memorial benches become un-repairable and memorial trees die or have to be cut down: -

- Remove the plaque from the old bench and keep in the office and destroy the bench.
- The club attempts to contact any living relatives, using the membership for information sourcing or any other non time consuming method available, and inform them and ask if they wish to replace the bench at their cost.
- If YES, arrange to place the new bench in the same position as old and get the plaque fitted. A reconstituted maintenance free material must be used in the construction of the new bench.
- If no relatives can be found, the plaque from the old bench will be fitted to another bench still in use. This to be one of the donated but non memorial benches.
- The same policy is used for any plaques on dead or felled donated memorial trees.
- This in no way supersedes the existing club policy of not accepting any newer offers of extra donated trees or benches from ex members' families.



## **6. Finance**

### **Club Captains Allowance**

- The Club acknowledges the need to provide an allowance to Captains in their year of 'office'.  
To provide absolute clarity on what the allowances are, the details are listed as follows: -

#### **Club Captain**

- Free golf for year of 'office' - £ (7-day subscription).
- Honorary for year – 2 x 7-day subscription. All expenditure against this allowance is to be 'billed' with receipts provided as appropriate.
- Up to £200 clothing allowance.
- Photograph paid for.
- Captain has the responsibility to select the Speaker for the Annual Dinner, however the funds (up to £750) are held in the House & Bar budget.
- Courtesy of the course.
- On Captains Day the catering will be provided at total cost plus 10%. The costs will cover both food (+ V.A.T.) and staff used to support the event.
- For the Charity Am Am the cost of food will be based on the chosen meal retail price less 10%.
- For goods and services from other sources which the Club can supply needs to be agreed with the Club Manager.

#### **Ladies Captain**

- Free golf for year of 'office' - £ (7-day subscription).
- Honorary for year – 0.75 x 7-day subscription. All expenditure against this allowance is to be 'billed' with receipts provided as appropriate.
- Up to £200 clothing allowance.
- Photograph paid for.
- On Captains Day the catering will be provided at total cost plus 10%. The costs will cover both food (+ V.A.T.) and staff used to support the event.
- For the Charity Am Am the cost of food will be based on the chosen meal retail price less 10%.
- For goods and services from other sources which the Club can supply needs to be agreed with the Club Manager

#### **Seniors Captain**

- Free Golf for year of 'office' at Seniors Captains appropriate rate
- This is to cover all expenses and no other expenses are to be claimed either through the Club or Seniors Section

***Note: These allowances will be reviewed annually by the Finance Committee at the start of the financial year before the AGM.***

#### **Club Manager and Golf Manager**

- Management service fees to be reviewed annually.
- Performance and bonus schemes to be reviewed and agreed at the end of the financial year.

#### **Direct Debit Payments**

- Any direct debits returned unpaid should be given fourteen days' notice to rectify along with bank charges. Marketing and Memberships Sub-committee to be informed for disciplinary action, if not paid within the fourteen days. Failing to repay unpaid direct debits could lead to suspension.
- Members defaulting on Direct Debit payments will be charged £25.00, this is to cover administration and bank charges. If this occurs a second time the Direct Debit Facilities will be withdrawn, and the defaulter required to pay the balance of his/her subscription/entrance fees immediately.

#### **Insurance**

- Club's Insurance does not cover members' clubs in or out of lockers
- Members responsible for their own insurance of property.
- Members are responsible for their own Public Liability Insurance and Personal Accident Insurance.

#### **Pension**

- The Club will make contributions to an agreed pension plan in line with employment legislation.

#### **Salary Reviews**

- Wage/salary reviews will be July for all staff.

#### **Lockers**

- Any lady member found to be abusing the use of the free visitor lockers will be asked to pay a full year's locker rent.
- Locker rentals are agreed annually

## **7. Marketing & Membership**

### **Membership Application Process**

- An application form will be completed by the new applicant.
- Fees will be taken on receipt of completed application form and a 'New Members Pack' issued.
- New member details will be posted on the notice board for 2 weeks.
- The new member will be contacted by the Captain and Marketing and Membership Chairman to offer help and advice.

### **Application Priorities**

- The following classes of applicants may be admitted to membership without their names appearing on the waiting list. Past Captains of a recognised members Golf Club, category 1 male golfers, ladies with single figure handicaps, any individual applicants with special qualifications approved by the General Committee.
- Past members of St Neots Golf Club, who had resigned in the proper manner, may have their names placed at the top of the approved waiting list if they wish to re-join. These applicants for the renewal of membership will have to pay an entrance fee (if applicable) equivalent to the difference between the fee payable at the time of their resignation and the current fee.

### **Subscription Refunds**

- Where a member has died during a subscription year, the Membership fee from the first day of the month following death be repaid to the deceased's Estate.
- A member who resigns during a subscription year, having paid the full subscription at the beginning of the year, would, on application to the Office, be entitled to a refund of the overpayment from the month following the date of resignation.

### **Honorary Membership**

- Award to members over 80 years of age and having 30 years' continuous membership of the Club, at the next subscription renewal date.
- Honorary members shall pay a reduced fee, reviewed annually by the General Committee.

### **Illness (Relating to fees)**

- Anyone who applies for compensation due to long term illness will only be considered in exceptional circumstances and on an ad-hoc basis.
- Any member suspending their membership for one year, due to ill health or any other reason, should take up Social Membership, which category carries no voting or golfing rights.
- Standard letter stating refund should be applied for when member is again fit to play and on submission of full medical certificate.
- All requests be processed through Marketing & Membership, requests to be in writing. These requests will be considered on resumption of play or 1st July, whichever is the soonest. As a general principle, requests for less than 6 months' duration would not be considered.
- Discount due to ill health. Any member having a serious illness and subject to a doctor's certificate could, if agreed, receive 25% discount on the following years subscription for the first six months and then an additional 5% per month thereafter, with a maximum of 55% allowance
- Members suffering long term illness lasting more than twelve months can make application to transfer to holding membership.

### **8. Ladies Section**

- In accordance with the Club's Constitution the Lady Members have the authority to form a Committee of themselves and to arrange and manage competitions and prizes limited to Lady Members.
- Such competitions and their management shall not interfere with the general management of the Club and Course by the General Committee.
- The Ladies Committee have the authority to set and collect any Membership Fee to be charged to Lady Members. Such fee is in addition to the Club's Annual Membership Fee.
- Where the Ladies Committee consider, that in the management of its affairs it adopts any rules or constitution, then such rules and constitution shall not introduce or replace the provisions of the Club Constitution. Any such rules/constitution shall clearly state that the provisions are secondary to the Club's Constitution.
- The Lady Captain and Lady Secretary are full voting members of the Club's General Committee and are also members of the Clubs House & Bar sub-committee.
- The Ladies Committee may, annually, elect from their number an individual to serve on the Club's Course and Greens sub-committee.

- The Ladies Committee shall nominate a member to serve with The Club Manager, Golf Manager, Club Vice-Captain and Seniors Section Representative, on the annual Club Diary planning group.

## **9. Seniors Section**

- The Seniors Section have the authority to form a Committee of themselves and to arrange and manage competitions and prizes limited to Senior Members.
- Such competitions and their management shall not interfere with the general management of the Club and Course by the General Committee.
- The Seniors Committee have the authority to set and collect any Membership Fee to be charged to their Members. Such fee is in addition to the Club's Annual Membership Fee.
- The Senior Committee may in its management of its affairs, adopt a set of rules, such rules shall not introduce or replace the provisions of the Club Constitution. Any such rules shall clearly state that the provisions are secondary to the Club's Constitution.
- The Seniors Captain during their year of office is a non-voting member of the Club's General Committee.
- The Seniors Committee may, annually, elect from their number an individual to serve on the Club's Handicap and Competitions sub-committee.
- The Seniors Committee shall nominate a member to serve with The Club Manager, Golf Manager, Club Vice-Captain and Ladies Section Representative, on the annual Club Diary planning group.

## **10. Junior Section**

- The Juniors Section have the authority to form a Committee of themselves and to arrange and manage competitions and prizes limited to Senior Members.
- Such competitions and their management shall not interfere with the general management of the Club and Course by the General Committee.
- The Juniors Committee have the authority to set and collect any Membership Fee to be charged to their Members. Such fee is in addition to the Club's Annual Membership Fee.
- The Junior Committee may in its management of its affairs, adopt a set of rules, such rules shall not introduce or replace the provisions of the Club Constitution. Any such rules shall clearly state that the provisions are secondary to the Club's Constitution.
- The Junior Organiser during their year of office is a non-voting member of the Club's General Committee.

- Adults involved with the junior section should be assessed using the attached flowchart to identify if a Disclosure and Barring Service (DBS) check is required.
- Where DBS registration is required for an individual this should be reviewed every 3 years.

## **Appendix 1 - Term of Reference**

The following Terms of Reference are neither absolute nor exhaustive. They are a guide to Committee Members, management staff and should be updated with the benefit of experience.

This section of the Handbook defines the general Terms of Reference for the following:

1. President
2. Chairman
3. Captains
  - 3.1 Club Captain
  - 3.2 Vice-Captain
  - 3.3 Immediate Past Captain
4. Treasurer
5. General Committee
6. Finance Sub-committee
7. Other Sub-committees
  - 7.1 Course and Greens
  - 7.2 Handicap and Competitions
  - 7.3 House and Bar
  - 7.4 Marketing and Membership
8. The Club Manager
9. The Director of Golf

## **1. THE ROLE OF THE PRESIDENT**

1. The President is elected annually by the members at a General Meeting and is eligible to be re-elected to serve up to a maximum of five consecutive years.
2. The President will be a member of long standing and likely to have been a Past Chairman, Captain, Treasurer or General Committee member although these conditions are not essential.
3. The President is above all, the 'Figurehead' of the Club.
4. The role is to officiate at major functions (acting as primary host to celebrity visitors, introducing speakers etc). When necessary the President will take the chair at Club Meetings.
5. The President is a member of the General Committee although by custom and practice has a modest role in the routine administrative affairs of that Committee and is not obliged to attend meetings.
6. By virtue of the individuals experience of the affairs of the Club the President is in a position to advise the Chairman and General Committee on matters of major importance.
7. The President does not receive an honorarium nor is the role normally a signatory of the Club.
8. The President is allocated a reserved car parking space close to the clubhouse.



## **2. THE ROLE OF THE CHAIRMAN**

1. The Chairman is elected annually by the members at a General Meeting and is eligible to be re-elected to serve up to a maximum of five consecutive years.
2. The Chairman is the only member of the Club empowered to give direct orders to the Club Manager and Golf Manager.
3. The Chairman will, when necessary, do more than just merely chair the General Committee for the following reasons:
  - 3.1 Occasionally matters of urgency will require a response without time to call or hold a full Committee Meeting.
  - 3.2 It may be impractical and unwieldy for the whole Committee to do certain things and they may delegate the Chairman, or any other Member(s) of the General Committee, to represent their views and take appropriate action within agreed guidelines.
  - 3.3 There are a number of occasions when one person must act as the spokesperson for the Committee, for example at a General Meeting. The Chairman is the link with all parts of the Committee, with the members and with the staff through their Managers.
  - 3.4 The Chairman should give the Committee impetus and drive it forward towards continuous improvement.
  - 3.5 In certain circumstances the Chairman has a legal role to fulfill to comply with requirements of national and local government.
4. Specifically, the Chairman has certain responsibilities as follows:
  - 4.1 Ensuring that proper contracts of employment exist for all staff.
  - 4.2 Ensure that the Club Manager and Golf Manager have agreed contracts and annual performance reviews.
  - 4.3 Ensuring the Clubs Health & Safety Policies and practices are current and fully implemented.

- 4.4 To fix the dates of General Committee Meetings well in advance. Such scheduling does not preclude subsequent amendment to the published schedule.
- 4.5 The issue, at least four clear days prior to the Committee Meeting, of such reports and documents as are necessary for the effective conduct of the Meeting. The issue of appropriate documents to members prior to a General Meeting in accordance with the requirements of the Club Constitution.
- 4.6 The arrangements for the taking of Minutes of General Committee and Club General Meetings.
- 4.7 The conduct of the Meeting including voting on propositions.
- 4.8 The recording of decisions and, where appropriate, who is to action them and by what deadline.
- 4.9 The signing of the Minutes of the Meeting.
- 4.10 Delegating responsibility for specific tasks to either individuals or Sub-committees.
- 4.11 Appointing the Chairmen and members of the standing Sub-committees and any other approved Sub-committees from members elected to the General Committee.
- 4.12 The approval of General Committee Minutes for circulation to Committee members and the approval of General Meeting Minutes for circulation to members.
- 4.13 The approval of the draft Minutes of General Meetings.
- 4.14 The confirmation of the date of the next meeting.

Clearly although the Chairman will not undertake all of the above tasks personally, e.g. the Office will be responsible for the circulation of documents; the Chairman carries the responsibility for seeing that this is done properly.

5. With regard to the conduct of any Meeting the Chairman should try to ensure that:
  - 5.1 Everything discussed is lawful and in accordance with the Club Constitution.
  - 5.2 Remarks are addressed through the chair.
  - 5.3 Everyone gets a fair chance to contribute.
  - 5.4 Issues are discussed in an orderly and concise manner.
  - 5.5 The Meeting is conducted in accordance with the agenda and that members do not stray from the point under discussion.
  - 5.6 Business is conducted with reasonable speed.
  - 5.7 Opposing views are summarized fairly.
  - 5.8 Discussions are friendly and are not allowed to become personal.
  - 5.9 Voting decisions are made by a simple majority. The Chairman has a first vote and, in the event of a tied vote, shall have a casting vote.
6. The Chairman does not receive an honorarium.
7. The Chairman is normally an approved signatory for the Club.
8. The Chairman has a reserved car parking space close to the clubhouse.
9. In his foreseen absence the Chairman will ask either the President or Captain to act as Chairman of General Committee at Club General Meetings. In his unforeseen absence a General Committee shall act in accordance with Club Constitution (Para 3.09).

### **3. THE ROLE OF THE CAPTAINS**

#### **3.1 The Role of the Club Captain**

The Club Captain (known as The Captain) is elected annually by the members at a General Meeting and normally serves for one year. It is custom and practice that the Vice-Captain be elected as Captain even though the Club Constitution permits any Voting Member to be elected. (Definition of Voting Para.3.06 of Club Constitution.)

1. The Captain is a member of the General Committee and is normally a voting member of the Finance and Handicap & Competitions Sub-committees.
2. The Captain is the Senior Member of the Club.
3. It is the responsibility of the Captain to:
  - 3.3.1 Participate in all matters relating to the playing of golf within the rules laid down by the Royal and Ancient Golf Club, the Council of National Golf Unions, England Golf, the Midland Golf Union, the Cambridgeshire Area Golf Union and St Neot's Golf Club.
  - 3.3.2 Arrange for the selection of all teams that represent the Club together with such arrangements as are necessary for transportation and meals. The Captain is not responsible for any of the financial implications in carrying out this task. For matches such as the Scratch League, Jock Stewart, CAGU Friendly Greensome etc, where members are invited by the Captain to represent the Club, the cost of post-match meals will be met by the Club. For all 'friendly' matches participating players are required to meet their own costs.
  - 3.3.3 Arrange such social matches and events within the Club as custom and practice dictates and space in the calendar permits. If a social event, this needs to be reviewed and agreed with the House and Bar Sub-committee who manage the main social event calendar.
  - 3.3.4 Select and appoint the main speaker at the Annual Dinner of the Club.

Clearly it is unlikely that the Captain will be able to undertake all of the above tasks themselves and it is normal for them to appoint other members to carry out specific duties on their behalf. Nonetheless the Captain carries the responsibility for seeing that they are done properly.

5. The Captain, in conjunction with the Chairman of the Marketing and Membership Sub-committee, is actively involved in the welcoming of new members of the Club.
6. During their year of office, the Club makes the Club facilities available to the Captain on one day agreed mutually. On this day the Captain may organise such events and issue such invitations to attend as they see fit.
7. It is a tradition of golf that the Captain has absolute priority on the golf course. This includes the right to start play whenever they wish and the right to be called through other matches.
8. The Captain is an Honorary Member during their year of office. They also receive an honorarium which is reviewed annually and agreed by the Finance Committee and approved by the General Committee.
9. The Captain is not a signatory of the Club.
10. The Captain has a reserved car parking space close to the clubhouse.

### **3.2 The Role of the Vice Captain**

1. The Vice-Captain is elected annually by the members at a General Meeting and normally serves for one year. It is custom and practice that a Vice-Captain is nominated by their predecessor although the Club Constitution allows any member to be nominated.
2. The Vice-Captain is a member of the General Committee.
3. The primary task of the Vice-Captain is to assist the Captain in their Club duties. This provides both a valuable service to the Captain and training in the Captain's role for the Vice-Captain.
4. The Vice-Captain in conjunction with the Golf Manager and the Handicap and Competitions Sub-committee consider and approve the golfing calendar for the following year.
5. It is custom and practice that the Vice-Captain nominates their successor for approval by members at a General Meeting. As the Vice-Captain normally has no experience of the potential future job requirements they are required to submit their nominee(s) for approval of an ad-hoc Committee consisting of at least two past Captains and either the Chairman or President (or both).
6. The Vice-Captain does not receive an honorarium and is not a signatory of the Club.

### **3.3 The Role of the Immediate Past Captain**

1. The position of the Immediate Past Captain is evident in its name; the incumbent normally serves for one year.
2. The Immediate Past Captain is a member of the General Committee but because of their heavy duties in the previous year they are not expected to have any active role unless they so wish.
3. The Immediate Past Captain does not receive an honorarium nor are they normally a signatory on behalf of the Club.
4. By custom and practice the Immediate Past Captain acts as Toastmaster at the Annual Dinner of the Club.
5. The Immediate Past Captain sits on the Marketing and Membership Sub-Committee and assists in the induction and integration of new members into the club during this year.
6. The Immediate Past Captain has a reserved car parking space which is shared with Past Presidents and Past Chairmen.

### **4. THE ROLE OF THE TREASURER**

1. The Treasurer is elected annually by the members at a General Meeting and is eligible to be re-elected to serve up to a maximum of five consecutive years.
2. The Treasurer is a member of the General Committee and acts as Chairman of the Finance Sub-committee.
3. The Treasurer's function is to ensure that the Club's financial affairs are conducted in the interest of the members.
4. The Treasurer has the following specific responsibilities.
  - 4.1 The direction of current and future financial policy.
  - 4.2 Preparation of budgets for all aspects of the Club's income and expenditure together with specific budgets for each Sub-committee.

- 4.3 The production of financial and management accounts.
- 4.4 Control of investments.
- 4.5 Preparation of the Club's accounts for auditing and presentation to the members.
- 4.6 Overseeing and managing the Club's Pension Scheme.
- 4.7 Ensuring that the Clubs insurance policies are current and reviewed annually.

Although the Office will undertake many of the above tasks on behalf of the Treasurer, who will remain responsible for ensuring that they are carried out properly.

- 5. The Treasurer is always an approved signatory for the Club.

## **5. THE ROLE OF THE GENERAL COMMITTEE**

- 1. The membership and overall Terms of Reference of the General Committee are defined in the Club Constitution.
- 2. The Committee membership is: President, Chairman, Captain, Vice-Captain, Immediate Past-Captain, Treasurer and up to nine more members who are elected annually by members at a General Meeting. Additionally, the Ladies' Section elects their own Captain and Secretary both of whom are voting members of the General Committee. In addition, the Club Manager, Golf Manager and Seniors Captain are non-voting members of this Committee.
- 3. The General Committee is required to manage all aspects of the Club on behalf of, and in the best interests of, the Club members, within the power and constraints specified in the Club Constitution and this Handbook.
- 4. General Committee members are elected as representatives of the Membership to look after the interests of the Club. Individual views are welcome but the General Committee is a team and, therefore, individuals must be prepared to accept a majority decision.

5. The General Committee has five standing Sub-committees, namely 'Finance', 'Course and Greens', 'Handicap and Competitions', 'House and Bar' and 'Marketing and Membership'. The General Committee is empowered to appoint such additional Sub-committees as it sees fit. When appropriate the General Committee may approve the co-option of non-committee specialists to Sub-committees.
6. The General Committee, either directly or through the Sub-committees manages the affairs of the Club. The exception to this are financial policy, as defined in the Club Constitution (Para 3.14.4), and matters of such political or long-term importance that the views of Club Members should be ascertained through a General Meeting.
7. For General Committee Meetings a quorum of eight members is required. All voting decisions shall be by simple majority and, in the event of a tied vote, the Chairman shall have a second and casting vote.
8. It is the responsibility of the General Committee to make clear policy decisions on all aspects of the administration of the Club and is responsible for the implementation of such decisions through its Sub-Committees and Management roles.
9. Normally the Chairman is responsible for instructing the Club Manager and Golf Manager. Other members of the staff must receive their instructions through their designated Manager. For practical reasons the Chairman of each standing Sub-committee (or his nominee) may communicate directly with the employee(s) carrying out policies determined by that Sub-committee. No other member of the General Committee may give orders to Club employees.
10. The General Committee has the responsibility for determining the club regulations as to dress, behavior etc. By implication this means that individual members of the General Committee must accept the burden of ensuring that their fellow Club members comply with the regulations at all times. Any member's repeated failure to comply with Club regulations will be dealt with by a special Sub-committee established for that specific purpose.
11. The nine normally elected members of the General Committee do not receive honorarium and are not signatories of the Club.

## **6. THE ROLE OF THE FINANCE SUB-COMMITTEE**

1. The Finance Sub-committee is chaired by the Treasurer and consists of the Club Chairman, Captain and the Chairmen of the other four standing Sub-committees (Course and Greens, Handicap and Competitions, House and Bar and Marketing and Membership). The Sub-committee may co-opt members for special purposes; such members have no voting rights.
2. The primary role of the Finance Sub-committee is to act as advisers to the General Committee on all financial matters working within the constraints specified in the Club Constitution.



3. The General Committee delegates to the Sub-committee authority to take appropriate action on all routine matters.
4. The Sub-committee has responsibilities on the following:
  - 4.1 Preparation and monitoring of budgets.
  - 4.2 Management of accounts.
  - 4.3 Cash flow forecasts.
  - 4.4 Capital expenditure.
  - 4.5 Investment and borrowing.
  - 4.6 Insurance.
  - 4.7 Taxation.
5. The Sub-committee advises specifically on the following:
  - 5.1 Amount of entrance fees, annual subscriptions, green fees, society fees, etc.
  - 5.2 Amount of salaries and wages paid to Club employees. This action should be initiated by the appropriate Sub-committee.
  - 5.3 Level of profitability required from the bar and restaurant activities.

## **7. THE ROLE OF THE OTHER SUB-COMMITTEES**

1. Apart from the Finance Sub-committee there are four other standing Sub-committees namely Course and Greens, Handicap and Competitions, House and Bar and Marketing and Membership.
2. The General Committee can authorise the setting up and membership of any other Sub-committee as it sees fit and necessary.
3. Any Sub-committee (standing or special) may co-opt any Club member for special purposes or projects. Such co-opted members have no voting rights.
4. Members of the General Committee will not normally serve on more than one of the four standing Committees.

5. Members of the General Committee are obliged to serve on one of the four standing Sub-committees however they do not have any right to be appointed to any of the four standing Sub-committees of their choice.
6. Sub-committee decisions are by a simple majority with the Sub-committee Chairman having both a first and a deciding vote if necessary. A quorum for a Sub-committee will be 50% of the assigned members.
7. Members of the General Committee have the right, under certain circumstances, to attend part of a Meeting of any of the four standing Sub-committees. This right to attend is dependent on the approval of the Sub-committee Chairman. Normally such attendance will be restricted to the discussion of a specific topic and will not include any voting rights.

#### **7.1. THE ROLE OF THE COURSE AND GREENS SUB-COMMITTEE**

1. The Chairman and members of the Course and Greens Sub-committee are appointed by the Club Chairman. The Course and Greens contractor representative and the Golf Manager are members of the Sub-committee but have no vote.
2. The primary role of the Course and Greens Sub-committee is to act as advisors to the General Committee on all matters relating to the golf course.
3. The Sub-committee must work within the agreed budgets.
4. The General Committee delegates to the Sub-committee authority to take appropriate action on all routine matters working with the Golf Manager and the Course and Greens contractor.
5. The Sub-committee is responsible for the following:

Major course design and development which must always be preceded by professional advice.

- 5.1 Programme of works including minor course development such as tree planting programmes.
- 5.2 Course machinery and equipment including a Machinery Schedule with a maintenance and replacement programme.
- 5.3 Selection, purchase and maintenance of other equipment.

- 5.4 Selection and purchase of materials including those sourced by the Course and Greens contractor.
- 5.5 Working with the Treasurer in the preparation of budgets for both revenue and capital expenditure and an associated system of monitoring.
- 5.6 In conjunction with the Handicap and Competitions Sub-committee the framing of local rules and use of the course for competitions etc.
- 5.7 Course closure relating to ground conditions and necessary work on the course.
- 5.8 Provision of appropriate storage to enable adequate security of equipment and materials.
- 5.9 Staff numbers and staffing policy.
- 5.10 The implementation of procedures and compliance with legal requirements and regulations e.g. Health & Safety in conjunction with the Golf Manager.
- 5.11 Monitoring performance of the Course and Greens Contractor against both contractual terms and agreed performance levels.
- 5.12 To manage and maintain entrance grass verges, shrubs and trees along with the golf course maintenance.
- 5.13 To hold regular review meetings and issue minutes to the General Committee.

## **7.2. THE ROLE OF THE HANDICAP AND COMPETITIONS SUB-COMMITTEE**

1. The Chairman and members of the Handicap and Competitions Sub-committee are appointed by the Club Chairman. The Seniors' Captain and the Junior Organiser are voting members of the Sub-committee. The Golf Manager is also a member of this Committee but has no vote.
2. The primary role of the Handicap and Competitions Sub-committee is to act as advisors to the Captain and the General Committee on all matters relating to the playing of golf.
3. The Sub-committee must work within the agreed budgets.
4. The Sub-committee must work within the Rules and Regulations laid down by the Royal and Ancient Golf Club, the Council of National Golf Union (CONGU), the English Golf Union, the Midland Golf Union and the Cambridgeshire Area Golf Union.
5. The Sub-committee is the 'committee' as defined in the Rules of Golf and the 'Handicap Committee' as specified in the 'Unified Handicapping System'
6. The General Committee delegates authority to the Sub-committee to take appropriate action on all routine golfing matters working in conjunction with the Captain and the Golf Manager.
7. The Sub-committee carries the overall responsibility on the following matters related to the playing of golf at St Neots. This is executed through the Golf Manager who carries the operational responsibility.
  - 7.7.1 Control and publication of male member's handicaps in accordance with the rules published from time to time by CONGU.
  - 7.7.2 Conditions for the playing of competitions. These will normally specify the type of competition, entry fee, handicap limit(s), publication of results level and type of prizes and the arrangements for any prize giving function.
  - 7.7.3 Preparation of the Club's golfing calendar for the following year in conjunction with the Golf Manager and the Vice-Captain. This task consists of arranging dates for the various golf events that take place in any one year. Generally the following order of precedence is used National, Regional and County events; Captain's Day; Open and Invitation Days; Scratch events' Club Cups, Trophies and Medals; Charity events; Ladies Cups, Trophies and Medals; Seniors Cups, Trophies and Medals; Juniors' Cups, Trophies and Medals; Club Ladies, Senior and Junior matches; social events.

- 7.7.4 When preparing the golfing calendar, it is vital that full consideration is given to the schedule of major course maintenance activities planned for the year. This input to the plan is the responsibility of the Chairman of Course and Greens. It is important that the greens staff have adequate opportunity to prepare the course properly for major events. It is acknowledged that a golf course can only be brought to its best at approximately six week intervals.
- 7.7.5 An important consideration in the preparation of the calendar is the Club's financial dependency on green fees from societies using the course. As a general rule societies are only permitted on Weekdays although the Golf Manager has the authority to permit small societies on weekends provided that they do not affect any Club, Ladies, Seniors or Juniors event arranged for those days or clash with any start time known to be particularly popular with members.
- 7.7.6 The framing and publications of Local Rules.
- 7.7.7 Mens Stroke Index based on the advice and recommendations contained in the CONGU Handbook.
- 7.7.8 Design and provision of scorecards.

### **7.3. THE ROLE OF THE HOUSE AND BAR SUB-COMMITTEE**

- 1. The Chairman and members of the House and Bar Sub-committee are appointed by the Club Chairman. The Club Manager, Bar Supervisor and Head of Catering are members of the Sub-committee but have no vote.
- 2. The primary role of the House and Bar Sub-committee is to act as advisors to the General Committee on all matters relating to the operation and maintenance of the clubhouse with its surrounding areas, and any social activities taking place therein.
- 3. The Sub-committee must work within the agreed budgets.
- 4. The General Committee delegates authority to the House and Bar Sub-committee to take appropriate action on routine matters.
- 5. The Sub-committee has responsibility for the following matters relating to the use of the clubhouse and its surrounds.
  - 5.1 Clubhouse development and extensions thereto including evaluating use and demand by members and visitors. For major works professional advice must be sought. Projected work must be formally quoted for and a proper control of works programme established.

- 5.2 Routine maintenance and redecoration of the Clubhouse premises and maintenance of the surrounding gardens, paths, car park, signage, Halfway House, drinking fountains, patio furniture, benches and fencing. Minor work will normally be done by the staff or, in some cases, by selected and proven small contractors, however any major task which is to be contracted out must be the subject of a quotation and control procedures.
- 5.3 Staff considerations over and above those matters delegated to the Club Manager, Bar Supervisor and Head of Catering.
- 5.4 To monitor with the Club Manager and Head of Catering the type and scope of catering service to be offered and work to the profit margins agreed with the Finance Sub-committee including approval and endorsement of proposals for major changes to the restaurant layout and atmosphere.
- 5.5 To monitor with the Club Manager and Bar Supervisor the type and scope of the bar service including stock and profitability levels to achieve targets agreed with the Finance Sub-committee.
- 5.6 To periodically discuss the purchasing policies, stock checks, profit margins and opening hours for the Clubhouse, Restaurant and Bar. With the Club Manager ensure that a secure system for the handling and control of cash exists.
- 5.7 To ensure that the Club, through the Club Manager, Bar Supervisor and Head of Catering, complies with appropriate Health and Safety requirements.
- 5.8 The security and safety procedures for the clubhouse, its contents and its surrounds, security of items in the trophy cabinet is fundamental to this requirement.
- 5.9 The dress rules to be applied both in the Clubhouse and on the course with the assistance of the Pro-shop.
- 6. The Sub-committee has responsibility for the following relating to social activities to be held within the clubhouse:
  - 6.1 The planning of the social calendar including the organisation, costing and advertising of any event.
  - 6.2 Ensuring that social events are managed within a specified budget for each individual event and an overall budget for the year.

- 6.3 The purchase and maintenance of equipment to support social events including a public address system for the clubhouse.
  - 6.4 Arranging such other events as are required by members including, but not limited to, the playing of bridge, snooker, cribbage etc.
  - 6.5 Maintaining contact with the Social Members to try and ensure that their expectations can be met without conflicting with the main activities of the Club.
  - 6.6 The policy regarding the use of the clubhouse facilities by members for personal social activities and its use by outside organisations.
- 7. The Sub-committee must ensure all staff are given an annual appraisal relating to their performance in their designated role.
  - 8. All licenses covering entertainments, liquor etc. must be kept up to date and displayed in the Office

#### **7.4. THE ROLE OF THE MARKETING AND MEMBERSHIP SUB-COMMITTEE**

- 1. The Chairman and members of the Marketing and Membership Sub-committee are appointed by the Club Chairman. The Immediate Past Captain is a voting member of this Sub-committee whilst the Club Manager and Golf Manager are non-voting members.
- 2. The primary role of this Sub-committee is to review and make recommendations to the General Committee on how St Neots Golf Club needs to retain and attract new members in the current commercial climate and the local market it operates in.
- 3. The Sub-committee must work within the agreed budgets.
- 4. The Sub-committee is responsible for the following marketing activities: -
  - 4.1 To regularly review the current local market and produce recommendations to keep the Club competitive and aligned with the trends.
  - 4.2 To produce a 'Marketing Plan' on the club covering its products, image and PR strategy.
  - 4.3 To recommend new initiatives to recruit and retain members.

- 4.4 To monitor and agree strategies to increase Golf Society revenues for the Club.
- 4.5 To ensure all Club members, Societies and Open databases are kept up to date.
- 4.6 To manage and update all information on the Club website in a timely manner.

**5.** The Sub-committee is responsible for the following membership activities: -

- 5.1 To review and maintain full descriptions of membership types (see Appendix) and how they relate to other local golf clubs.
- 5.2 To produce reports on Club membership volumes and types.
- 5.3 Review, agree and implement the 'new member' application process to ensure it is aligned to the current market conditions
- 5.4 Make recommendations to change or add membership types to those described in the Appendix.

## **8 THE ROLE OF THE CLUB MANAGER**

**Responsible** for the efficient management of the Club in accordance with policies determined by the General Committee. This will include operational management of staff, office procedures, property, bar and catering, clubhouse facilities and maintenance that maximises revenues, customer satisfaction, and people development. Key areas of emphasis include revenue generation, creation of demand, budget management, sales and marketing and legislation compliance.

### **Primary responsibilities**

#### **1 Budget Management**

- Managing Golf Club operational costs to meet or reduce agreed budget targets relating to clubhouse maintenance, bar and catering and office management.



- Implementing sales strategies in conjunction with the Marketing and Membership Sub-committee ensuring price integrity and product suitability.
- To generate revenue through agreed actions to meet or exceed annual income revenue budget targets.
- Managing bar and catering in a competitive manner so as to maximise profitability whilst still maintaining member and visitor satisfaction.
- To conduct the weekly and monthly finance audit checks.

## **2 Staff** (in conjunction with the Chairman of House and Bar Sub-committee)

- The Club Manager is the line manager of the Head of Catering, Bar Supervisor and the Office staff.
- The role is responsible for recruitment, management, motivation, training and discipline of all staff employed in the bar, catering and office environments.
- Ensuring that proper contracts of employment exist for all staff and employment procedures and documentation is in line with current legislation.
- Implementing the Club's policies on Health and Safety and other compliance legislation and ensuring, through the direct reports that staff are trained in the proper use of machinery and equipment relevant to their jobs.
- Ensure with the direct reports that new employees are fully trained.
- With the Golf Manager conduct weekly/fortnightly/ monthly meetings with key staff to discuss current issues, concerns and forthcoming events.
- Carry out annual staff appraisals with interim half yearly reviews.

## **3 House and Bar** (in conjunction with the Chairman of House and Bar Sub-committee)

- Developing and regularly reviewing the objectives with the Bar Supervisor and Head of Catering and agreeing profit targets.

- Monitor that the bar and catering facilities are efficiently run and that they continue to meet both the needs of members/visitors and the agreed service standards.
- Monitor and review staff levels with regard to demand patterns.
- Monitor and review the bar and catering purchases, stock levels, storage of stock, and gross profit margins on sales. Review the bar and catering stocktaking checks and take appropriate actions as required.
- Monitor that bar and catering equipment is working properly and being regularly maintained in accordance with the manufacturers' recommendations.
- Monitor that Health and Safety legislation is being observed in the Bar and Restaurant areas and take appropriate actions as required.
- Preparing with Bar Supervisor and Head of Catering budgets for expenditure on bar and catering equipment and for all routine expenditure in those areas.
- Ensuring that the Club's premises are maintained in a good condition, both internally and externally.
- Ensure that all appropriate licenses as required by law are current.
- Working with the Chairman of House and Bar Sub-committee on the promotion, management and advertising of social functions and external events.
- Monitor, review and change clubhouse contracts and maintenance costs in line with agreed budgeted figures.

#### **4 Finance** (in conjunction with the Treasurer)

- Ensure payroll/pension procedures are completed each week/month.
- Ensuring that all the accounting and administrative routines are being carried out efficiently.
- Conduct the weekly and monthly finance audit checks and investigate any variances from budget.
- Reviewing aged debtors report monthly and issuing follow up to overdue accounts.
- Working with Treasurer in the preparation of annual budgets and forecasts.

- With the Treasurer create and authorise the quarterly VAT returns to H M Customs and Excise.
- Manage cash flow by monitoring and chasing where appropriate prompt payment of subscriptions by members and payment of suppliers in accordance with Club policy.
- Managing the Club's pension scheme.
- Ensuring that the Club's insurance policies are in force, reviewed annually and updated accordingly.
- Training appropriate staff in cash handling and security.

## **5 Administration** (in conjunction with the Office staff)

- Manage the renewal of subscriptions process.
- Ensure that computer records of members and subscriptions are maintained on a current basis.
- Ensure that all office processes and procedures are being carried out efficiently.
- With the Golf Manager manage the Club Diary production process.
- Prepare and attend all General Committee and House and Bar Sub-committee meetings and take/issue minutes of the General Committee meeting. Gather and prepare all information required for Annual and Extraordinary General Meetings.
- Monitor and be aware of any changes in legislation that may affect the Club.
- Attend meetings and liaise with relevant bodies and associations for the benefit of the Club.
- Maintain an ongoing awareness of current issues relating to golf club management.

## **6 Sales and Marketing** (in conjunction with the Marketing and Membership Sub-committee)

- Develop corporate/society packages with the Golf Manager and implement to maximise profitability and usage of facilities.
- Maintain competitor awareness and produce periodical reports to the General Committee.
- Help develop and implement the marketing plan in line with revenue generation income targets.

- Keep website updated.
- Monitor changing trends in golf by reference to the GCMA and EGU publications and reporting these trends to the Committee.
- Promote the Club at all times.

## **9 THE ROLE OF THE GOLF MANAGER**

### **Main Purpose**

To operate at both a strategic and operational level, managing and continuously developing all areas of responsibility within the role. This involves contributing to the vision and strategic direction of the Club, whilst taking personal responsibility for identifying additional income and marketing opportunities. Ensuring member and visitor service satisfaction is constantly delivered and revenues are maximised.

The Golf Manager is directly responsible to the Club Chairman and sits on the General, Course & Greens, Marketing & Membership and Handicap & Competitions Committees which have delegated responsibility.

### **Primary Responsibilities**

#### **1 Golf Services**

- Provide members with appropriate levels of professional golf teaching and to promote the club externally through teaching programmes.
- Ensure that the professional shop is open to the agreed contract hours with the Club Chairman and that all visitor fees are collected.
- Maintain Golf Mark Accreditation, identify available grants available to the Club and make recommendations for their use.
- Provide an appropriately stocked shop for members and visitors to purchase golf equipment and clothing.
- Provide members with a repair and maintenance service for their golfing equipment.
- With the Vice Captain's prepare the following years 'golfing' diary and ensure it is updated as changes occur.
- Monitor golfers starting their round to ensure that their membership criteria is appropriate or a green fee has been paid.
- Manage and operate the 'St. Neots Golf Academy' providing members and potential members with a centre of excellence for coaching.

- Ensure appropriate levels of Health and Safety are maintained during the implementation of the role.

## **2. Marketing and Membership**

- Understand trends in the national golf club market and actively monitor local golf clubs marketing and member's initiatives. Make recommendations to the committee.
- Implement and manage agreed marketing initiatives to attract new members to the Club.
- Actively support new members to enable them to be quickly integrated into the Club activities
- Keep up to date a database of societies, visitors and players in Open events and use for promotion of the Club where applicable.
- Actively market the Club to societies to increase revenue from this sector. Work with the Club Manager to agree the meal cost of society packages.
- Carry out the 'meet and greet' for visiting societies including course set-up and etiquette and an introduction to the Club Manager
- Actively promote and manage Open golf events.
- Proactively develop PR opportunities.
- Organise the production of any Club marketing material to support the agreed initiatives with the Club Manager
- Manage in conjunction with Club Manager the production of the annual Members diary, selling advertising to pay for production.
- Work with the Committee to utilise the indoor golf studio for 'social' type events to generate additional income for the Club and extend golfing hours.
- Ensure with Club Manager that the Club Website is "up to date" with the applicable golfing content.
- Actively promote "New to Golf" through the Golf Academy.
- Report to the Finance Sub Committee on usage of the Swing Studio and the associated Income.
- Gain feedback from ALL visiting Societies and report findings to the relevant Committee.

## **3. Course and Greens**

- As a member of the Course and Green Sub Committee recommend and ensure the course is continuously improved and managed to the benefit of playing members.
- After consultation with the Head Green-keeper, be the ultimate decision maker on course closure, buggy bans and play suspension due to weather conditions.
- Agree key dates for course preparation for major competitions and Open events.
- Produce course set up for Open Competitions and Club Championship
- Carry out regular Course Inspection (as agreed with the Chairman of Course & Greens) and at other appropriate times with the Head Green-keeper, rectify any failings and record findings.

#### **4. Handicap and Competitions**

- Manage all golf tournaments and competitions as agreed by the Handicap and Competitions Sub Committee
- Manage the members' handicaps within the current regulations and conduct the annual review with the Chairman of the Handicap and Competitions Sub Committee.
- Manage the golf tee time booking system.

Manage the Reciprocal Golf Scheme and produce reports on usage by both members and visitors.

- Keep the committee informed of changes to the Handicap system by the English Golf Union
- Tour the course at appropriate times to monitor the play on the course, to ensure the 'dress code' is maintained, a reasonable speed of play is achieved, and golfing etiquette is observed.
- Ensure the 'Honor boards' are maintained and up to date

#### **5. Office and Administration Management**

- Manage with the Treasurer and the Club Manager the annual membership renewal process and the ongoing cash management of members fees
- Ensure in conjunction with the Club Manager the payments due from societies and open competition are received.
- Attend all General Committee meetings. Report to the committee on all appropriate matters.

## **Appendix – Terms of Reference**

### **Classes of Membership**

This appendix details the current classes (types) of membership available at St Neots Golf Club and is the responsibility of the Marketing and Membership Sub-committee.

#### **1. Honorary Member**

Honorary Lady or Gentleman membership can be granted to a member who has 30 years' continuous membership and is over 80 years old. This is by nomination and approval of the General Committee.

The Club Captain and Ladies Captain are Honorary Members in their captaincy year.

A full-time employee of the club who work over 40 hours is also an Honorary Member whilst employed by the Club for golf related activities but has no voting rights at General Committee Meetings.

There are two types of Honorary membership: -

**Honorary Playing** - this membership provides full 7 day playing on the course, voting rights at Club General Meetings and can play all Club Trophies and Competitions.

**Honorary Non-Playing** – this membership provides full voting rights at Club General Committee meetings.

## **2. Full Life Members**

The same rights as a Full member, this category is no longer available at this time.

## **3. Full Members**

A Lady or Gentleman Full member is entitled to play 7 days a week and has voting rights at Club General Meetings. They can play in all Club Trophies and Competitions

## **4. Five Day Members**

A Lady or Gentleman Five Day member can play golf all weekdays and on Sunday afternoon after the agreed times and has voting rights at Club General Meetings. They can only play in Club Trophies and Competitions that Five day members are eligible to enter, and are entitled to play in monthly medal and social golf on Sunday afternoon

## **5. Young Persons Membership**

This membership has the same rights as a Full Member. There are a number of age ranges within this category of membership.

## **6. Flexible Members**

A Lady or Gentleman Flexible member has 20 rounds of golf to play over a 12 month period. During this period the member can upgrade to either Full or Five Day membership and pay the balance in fees.

This membership does not have voting rights and is not eligible to enter Club Trophies, Cup, Gold and Silver Medal Competitions. All other medal competitions are allowed to obtain and maintain a handicap.



## **7. Overseas/Holding Members**

The Holding category of membership exists to allow members who move from the locality to retain their Club membership at a reduced subscription set annually by the General Committee.

The following rules apply to qualification for the rights of members in these categories: -

- 7.1 Holding members must also be a full and handicapped member of a recognized Golf Club.
- 7.2 Holding members must live away (over 100km) from St Neots for at least 6 months per year.
- 7.3 Members are entitled to play 20 rounds per subscription year and are required to sign in at the Pro-shop whenever they play
- 7.4 Only current members are entitled to transfer to Holding Membership. Holding members returning to the Club do so at the same class of membership that they previously held.
- 7.5 Members may sign in guests at the same rate as other members.
- 7.6 Members may only play in monthly and weekly medals, but not Club Trophies and Competitions.

## **8. Corporate/Business member**

### **8.1 Bronze Package**

- £450/year
- 20 Rounds of golf per year
- Members card, giving bar and Catering discounts
- Maintenance of handicap for principle card holder
- Able to enter midweek and monthly medal competitions to maintain handicap
- Advert on club web site

### **8.2 Silver Package**

- £800/year
- 40 rounds of golf per year (max 20 at weekends)
- Members card, giving bar and catering discounts
- Maintenance of handicap for principle card holder

- Able to enter midweek and monthly medal competitions to maintain handicap
- Advert on club web site
- A corporate golf day at preferential rates

### **8.3 Gold Package**

- £1,500/year
- 8 rounds of golf per month
- Members card, giving bar and catering discounts
- Maintenance of handicap for principle card holder and one additional person
- Able to enter midweek and monthly medal competitions to maintain handicap
- Advert on club web site
- Complimentary use of meeting facilities up to 6 times per year
- A corporate Golf Day at preferential rates

### **8.4 Platinum Package**

- £3,000/year
- Unlimited golf, to a maximum of 4 people weekdays and 2 at weekends
- Members card, giving bar and catering discounts
- Maintenance of handicap for principle card holder and one additional person
- Able to enter midweek and monthly medal competitions to maintain handicap
- Advert on club web site
- Complimentary use of meeting facilities up to 6 times per year
- A corporate Golf Day at preferential rates
- Free Sponsorship of Selected golf competition or tee

### **8.5 Business Package (suitable for owner of small business or sole trader)**

- £1,000/year
- Unlimited golf for nominated person
- Members card, giving bar and catering discounts
- Maintenance of handicap for nominated person
- Able to enter midweek and monthly medal competitions to maintain handicap
- Advert on club web site
- Complimentary use of meeting facilities up to 6 times per year
- A corporate Golf Day at preferential rates
- Free Sponsorship of Selected golf competition or tee

## **9. Social Member**

The Member has full social rights to the Club, including the use of the Members discount card.

This class of membership has no voting rights.

A social member is entitled to play golf at the members' guest rate for a maximum of twenty rounds per year, the member is not entitled to a handicap or enter any club competitions

## **10. CASC (Affordable Golf)**

The member has affordable golf under the CASC rules that apply at the time of membership.

### **Appendix 2 – Code of Conduct for Members**

St Neots Golf Club is committed to providing an environment that is free of discrimination, harassment and intimidation for members, employees and guests.

Members, guests and visitors are all reminded that an acceptable standard of behaviour is expected in all areas of the Club and course, at all times and that upon payment of membership or green fees, all members, guests and visitors have given their consent to be bound by both the restrictions and penalties which may be imposed for any breach of the Club's standards or serious misconduct in failing to meet the standards set in this Code of Conduct.

Members will be liable for any breach committed whether by themselves or their guests.

#### **1. On the Course**

All Golfers Must –

- Avoid slow play, apply Ready Golf principles and allow other golfers to play through as appropriate, waving the following group through when searching for lost balls and maintaining the speed of play by keeping up with the group in front.
- Adhere to the dress code and R&A and local rules of the course.
- Demonstrate fair play both on and off the course.
- Always follow established golf etiquette respecting the course, such as :-

Repairing pitch marks, replacing divots, raking bunkers etc.

Showing the necessary respect to fellow golfers at all times, which incorporates, no shouting on the course, no misuse of equipment (i.e. throwing clubs in frustration etc.) no aggressive behaviour, or the taking of performance enhancing drugs.

Conduct yourself in a sportsmanlike manner and do not knowingly cheat, disrespect employees, officials or fellow players.

Mobile phones must be switched to silent on the golf course.

## **2. In the Clubhouse**

Members, guests and visitors are reminded that -

- Any form of discrimination, harassment or intimidation is regarded as unacceptable behaviour.
- Consumption of excessive quantities of alcohol is not permitted by law. Please do not be offended if service is refused.
- The use of foul or abusive language such as swearing has no place in the Clubhouse and any member heard using unacceptable or offensive language will be asked to either stop or leave the premises. Where someone is noticed to be consistently using bad language after being warned then their continued membership will be reviewed accordingly.
- Smoking or the use of e-cigarettes is not permitted within any of the Club buildings.
- The taking of illegal substances will incur immediate suspension and loss of membership.
- Be considerate towards others when using your mobile phone in the Clubhouse only using it in designated areas.

Whilst fully acknowledging that adult “banter” contributes to creating a healthy atmosphere amongst members, these rules are designed to safeguard others who find such banter offensive or intimidating. This Code of Conduct is not intended to create a bureaucratic, regulatory environment, but rather to promote and enhance our Club’s values.

In the first instance Members are encouraged to challenge bad behaviour with the individuals involved by politely requesting such matters as bad language are ceased. If this request is ignored or the matter is of a serious nature the matter should be reported to the Club Secretary.

### **3. Disciplinary Committee**

St Neots Golf Club will appoint a Disciplinary Committee to oversee the complaints procedure set out in Section 4 and to conduct investigations, hearings and impose penalties within the guidelines in Section 7 as may be deemed necessary.

The Committee will be made up of either – depending if matter concerned is in the Clubhouse or on Course.

- Club Chairman, Club Secretary and Chair of House and Bar Committee
- Club Chairman, Club Golf Professional and Chair of Handicap and Competitions Committee

The Disciplinary Committee will be responsible for implementing this policy in a fair and impartial manner.

### **4. Complaints Procedure**

Complaints may be made by any person including a competitor, member of staff, visiting guests, other associated golf club members, and members of the public.

Complaints must be made in the first instance to either the Club Secretary or Golf Professional, within 5 working days of the matter occurring. These must be then followed up where requested by a written statement.

Once received the Club Secretary of Professional will determine the offence, and grade it in accordance with Section Grading of Complaints below. The Club Secretary/Professional will then take the following actions.

- a) If the matter is Grade 1, of a minor nature, the Club Secretary/Professional will discuss the complaint with the person(s) involved and deal with the complaint by either dismissing the complaint or deal with it by way of the first step in Appendix 2 where upon the matter will be closed.
- b) If the matter is Grade 1, but the person involved has already had step one of Appendix 2, then the Club Secretary/Professional will discuss the complaint with the person(s) involved and either dismiss the complaint or deal with it by way of the second step in Appendix 2.

- c) If the matter is a Grade 2 or 3 offences, or involves a Grade 1 suspension or expulsion, the Club Secretary/Professional will carry out a preliminary investigation and gather all the facts of the complaint as is reasonably available within seven days from the receipt of the Complaint notice. This may include speaking to the accused person and getting a written report from that person. The matter will then be referred to The Disciplinary Committee in accordance with paragraph 6.

The Club Secretary/Professional will be responsible for keeping all parties involved informed about the complaints process.

## **5. Grading of Complaints**

All complaints and charges are to be graded 1 to 3 with 1 being the lightest grading and 3 the most serious. This is done by reference to Appendix 1 and the following notes.

The Club Secretary/Professional is required to determine the grading of the offence. The grading allocated will determine the action to be taken and the potential penalty a player may receive. Therefore, consistency of grading across offences is important and it is a requirement that records are kept supporting the grading process.

On some occasions, the Club Secretary/Professional may not recommend a grading because of the seriousness of an incident and may automatically refer the charge to the Disciplinary Committee.

## **6. Disciplinary Committee Functions**

The Disciplinary Committee will meet on an as required basis to perform the following functions.

- Review complaints information notices in relation to grade 1 offences and ensure consistency in application
- Consider all grade 2 and 3 complaints and appeals to a grade 1 penalty
- Where necessary hold investigations, including a hearing into the complaint or appeal

Notice of any hearing of the Disciplinary Committee shall be given, in the case of a complaint, to the person or persons the subject of the complaint and the complainant, and in the case of an appeal, to the persons affected by the appeal and the appellant.

The notice will specify the date time and place of any hearing and will be accompanied by copies of all material relevant to the complaint. The notice will also specify if the hearing is to be attended by written submissions or whether the parties are required to attend in person, with the opportunity to have representation attend also. Hearings will be in private with only the accused and his/her representative and the Disciplinary Committee.

No formal legal representative or counsel shall be entitled to attend, provided that the Disciplinary Committee may receive such legal advice as it deems necessary.

Any participants to the hearing will advise if a conflict of interest could be lodged by any party.

## **7. Decisions and Penalties**

If a complaint is upheld by the Disciplinary Committee, it shall give its decision in writing, within 7 days, with reasons for the decision and any penalty imposed.

It would be expected that the Disciplinary Committee will deal severely with proven cases of serious misconduct and in some cases the conduct may constitute a criminal offence in which case the matter should be referred to the Police.

The only sanction that may be appealed is that of expulsion. Any appeal should be made within 5 days of the decision. The appeal shall be heard by 3 members of the General Committee – including at least 2 Directors and their decision is final. The member will remain suspended during the appeal process.

## **Appendix 1 – Grading of Complaint**

General examples of grading of complaints of conduct likely to bring the game into disrepute (not an exhaustive list)

### **Grade 1 Offences**

- Bad Language
- Improper treatment of equipment, including throwing of clubs
- Use of club other than within the intentions of the game e.g. damaging trees with clubs etc
- Ill-mannered behaviour
- Failure to complete a round when representing the Club in any sanctioned tournament/interclub match/competition

### **Grade 2 Offences**

- Behaviour bringing the Club into disrepute
- Excessive or offensive bad language
- Verbal abuse or threatening behaviour to another player
- Breaking clubs
- Breaking / damaging any Club equipment
- Making Members of Staff, fellow Members uncomfortable by your behaviour

### **Grade 3 Offences**

- Any serious misuse of alcohol or drugs on the course or Club premises
- Theft



- Assault of a player, official, member, guest, staff or member of the public
- Sexual, racial harassment / abuse
- Abuse / harassment of any member of staff or clubs contractors staff

## **Appendix 2 – Grading of Sanction**

### **Grade 1 Offence**

If no previous offences any one of the following process will be adopted

1. Verbal warning with notice on file
2. Written warning issued to member
3. Penalty of suspension imposed by Disciplinary Committee
4. If there has been a previous incident it becomes a Grade 2 Offence

### **Grade 2 Offence**

1. Written warning issued to member
2. Penalty of suspension imposed by Disciplinary Committee
3. Penalty of expulsion as determined by the Disciplinary Committee
4. If there has been a previous incident it becomes a Grade 3 Offence

### **Grade 3 Offence**

Depending on the seriousness of the offence any one of the following actions may be adopted

1. Written warning issued to member
2. Penalty of suspension imposed by Disciplinary Committee
3. Penalty of expulsion as determined by the Disciplinary Committee

Level 1 will only be taken if the offence is of a lesser scale with exceptional mitigating circumstances otherwise a penalty of suspension / expulsion will usually be imposed

A clean slate policy will apply to any offence after a twenty-four month period from date of last penalty.