

HALE GOLF CLUB
Minutes of the Council Meeting held in the Clubhouse on
Monday, January 15th 2007 at 20.15pm

Ag (i): PRESENT

Mr T.L.Hope (Captain, in the Chair):
Mssrs P.K. Hardern (President), and A. Bradley.
Mrs. C. Taylor (Lady Captain) and Mrs. P.Walsh (Ladies Secretary);
Mrs. F.J.Perks together with Mssrs. A.G. Dewhurst, J.R.Foster, B.Greenbank, J.D.
Harrison, P.E.Hilton , A.F. Kenney, K.E.Lodge, R.W.O'Brien, J.R.Savin and
C.M.Wood.

Ag 1: APOLOGIES

were received from
Mssrs R.Done, J.C.Hodson, A.N.G.Hyde, W.W.Kennedy, C.J.Mawson,
J.N.Nichols, A.G.Pendleton , P.F.Veitch and also from
Mr J.C.Munnery (immediate past-Captain), Mr J.A.Acratopulo (Captain Nominate),
Dr S.H.M.Logan and Mssrs G.O. Harris and M.J. Kirchin.

Ag 2: MINUTES

The Captain signed the circulated minutes as an accurate record subject to the inclusion of appropriate reference, under AOB, to John Munnery's request for information about progress towards up-dating the honours boards and the President's question about developments on the gift to Nick Ryan, the Ringway Golf Club head professional, on his 25 years of service to that Club. (Secretary's note: the minute on file has now been amended)

Ag 3: MATTERS ARISING

All items were covered by the agenda except the two mentioned under Ag 2 above.

The Hon Secretary apologised for the omission and informed Council that the boards would be up-dated early in January at which time there would be an optimum amount of new information. He thought that gift for Nick Ryan was in hand. He would investigate and try to speed up the production of the photographic montage of the Ringway course.

Ag 4: HEALTH AND SAFETY

A report was tabled by Ken Lodge who remarked on excellent progress in the kitchen towards meeting the requirements of the Food Safety Agency.
He also referred to the high quality of work done by Chris Wood on the signage around the course. Together Ken and Chris had walked the course and reached agreement on effective directional signs for walkers as well as necessary reminders about the need to be aware of hazards posed by the playing of golf. Council noted this and thanked them for their work.

Ag 5: MEMBERSHIP

Resignations/Transfers

Council was first invited to approve the following requests for resignations:
from Mr Malcolm Gracie, on behalf of his grandson, **James Saffirudin**, requesting that he might discontinue his junior membership 'for the time being' because his arrangements and circumstances will prevent his playing golf at Hale;
the parents of **Richard and Claire Abraham**, indicating their resignation from junior memberships:

Charles Hardern, a Country member, because of his move away for professional reasons so that he will no longer have the opportunity to attend the Club or play;

Doreen Vickerman as a non-playing member because she felt unable to make use of the Club facilities:

Madeleine Sturrock as a non-playing member because she (and her husband, James, also a non-playing member) will not be able to make use of the facilities:

and **Dennis-George Antipas** because of changes in personal circumstances;

These were accepted.

Next Council considered the following requests for transfers:

from **Roger Plastow** seeking Council's approval for transfer back to non-playing membership from playing. He has found himself unable to make the expected which led him to seek a change to playing membership two years ago;

Gill Simpson to transfer from playing to non-playing because of a shoulder injury. If this responds to treatment she may approach Council to review the transfer;

Stephen Baker (with apologies to Council for the lateness of his request) for transfer from playing to non-playing membership because of a back problem (Stephen also hopes that a return to full playing membership might be possible if the condition responds to treatment);

Jean Wallwork, regretfully seeking to transfer from playing to non-playing on grounds of *anno domini* and lack of fitness for play.

Council approved all of the requests with effect from 01.01.07.

Letters of Introduction

The Lord Lee of Trafford has written introducing (and agreeing to act as proposer of) **Mr Jonathan Webster** for full playing membership. The son of member Anne Webster, Jonathan is 22 years old. (Mrs Webster is at present seconding **Mr James Webster**, a proposal started in early 2006. Therefore Council's view was sought on the appropriateness of her acting as seconder for Jonathan's membership now being initiated in 2007. It was agreed that since James was likely to reach membership shortly it would be appropriate at that Stage for the Membership Committee to proceed with the application for Jonathan with Anne as seconder.

Helen Allott had written to introduce **Mrs Pamela Dixon** as a prospective full-playing member. Pamela is the wife of Bill Dixon (a full playing member recently elected) and it is the belief of both Helen, who has known her for many years and Tessa Day (who will act as either proposer or seconder, a point to be clarified) that she will be an enthusiastic and supportive member of the Club.

Council received both Letters and referred them to the Membership Committee for attention.

Entry into the Book of Candidates

At its meeting on 08.01.07, the Membership Committee recommended to Council that the following names should be entered into the Book of Candidates and then brought back to Council for nomination as soon as individuals received the necessary support:

James (Jim) Heaton (Vic Stratta, Jim Taylor)
Matthew Hewitson (Richard Duerr, James Munnery)
Alastair Makin (David Smith, Jez Allen)
Paul Simpson (Chris Gaskell, Fiona Kenney)
Philip Whewell (John Fallows, John Acrapolu).

Council approved

Nomination

Council was asked to consider for nomination the following prospective members each of whom have received sufficient support in the Book of Candidates:

Mark Furness (proposed John Adams, seconded Tessa Day)
Mrs Elizabeth Bird (Judy Pinnington, Sue Harrison)
Mrs Victoria (Vicki) Buckmaster

(Marianne Harding, Marianne Aitken)

Roger Sheen (Chris Brown, Andrew Pendleton)

as full members and

James Webster (Anne Webster, Ashley Woodcock)

as a Country member.

Council approved them en bloc

Elections

Council was invited to complete the formalities of election to Junior Membership of:

Alexander Thompson (aged 13 years, proposed by his father Guy Thompson, seconded by his grandmother Erika Ormerod) and

Robert Skinner (aged 15 years, proposed by his grandfather Desmond Dare and seconded by his mother Julie Skinner).

Both were approved unanimously.

Ag 6: CORRESPONDENCE

The Hon Secretary informed Council of the following requests for the use of Club facilities by members:

from **Neal Hyde** (also on behalf of his wife Margaret, a club member too)

for a party on Saturday, June 2nd 2007 which is free of Club functions;

from **Corinne Veitch and Andy Veitch** for a family birthday celebration and dinner party on Saturday, June 16th 2007;

from **Ian Harris** for celebration involving family and friends (about 60 in total, many of whom will be Club members). The date requested is Sunday November 15th starting after the Sunday lunch has been completed in late afternoon;

from Jonathon Grant on behalf of the Ferrets G.S to hold a golf day and

AGM on Friday May 11th 2007;
jointly from Jonathon on behalf of the Ferrets and James Munnery on
the Out of Bounds G S for permission in principle to have a match (teams of
eight) with a date to be negotiated (in early March).

Council approved all the above requests and also considered the requests, which
follow, from

Ashton-on-Mersey Golf Club for the customary annual exchange of Councils
suggesting that its Council visits Hale on Friday, June 8th 2007;
and member **Brian Soper** on behalf of the Rotarian Club to hold its Spring
Dinner in the evening of Sunday May 20th 2007. The customary charges will be
made for the 40-50 diners. A few guests may play golf as visitors subject to
normal rules. No tee times will be reserved and a limitation will be placed on
numbers.

These requests were also approved.

Ag 7: REPORTS

Reports were submitted as follows.

Treasurer

The Treasurer reported that there was £135,00 in the bank, and that most
of the subscriptions were already in.

Green Committee

Arising from minute 6 of the last meeting and included in the attached report
from the Committee, the Chair of Green made clear for Council that the agreed
restructuring of responsibilities of green-staff (and their consequent reduction from
three to two) had been carried out with careful regard for due process.

In the event, the matter had been resolved within the agreed budget. Al Kenney also
drew attention to the part played by Chris Gaskell (without cost to the Club).
Following Al's suggestion, Council heartily agreed that a gift of wine was an
appropriate way of thanking Chris for his efforts.

Alan Bradley proposed that the thanks of Council (and the membership) should be
recorded in recognition of the time, effort and thoughtful planning put into the
successful restructuring exercise by Al Kenney as the Chair of Green. This proposal
was accepted unanimously.

Al Kenny asked if we need a contractor, can he go ahead and hire one or should he
wait till the next meeting of Council. Council approved but requested that it be
informed retrospectively.

Al Kenny spoke about there not being a need to replace the fairway mower and
recommended to Council that we replace only its hydraulic arms. The financial
saving should be allocated to the STRI recommendation to aerate the greens and
purchase the necessary blades for the greens mowers at a cost of £5,050 plus Vat for
a second-hand set. Council agreed.

Ladies Committee

Council was informed that the evening AGM had been held on the 22nd November
when it was decided on a vote that the next AGM would be on the evening of 21st
November 2007.

At a recent House Meeting, a discussion took place about the Ladies Visitors Day to be held on Thursday 24th May 2007. Because this would extend into the evening, it was agreed that one solution would be to hold TNC on the Wednesday 23rd May. Another option would be to cancel TNC for that week but we feel that that decision is best made by the men. Council approved the former.

The Business Ladies had expressed a wish to play in some of the Thursday competitions through the summer at a late tee time of 5.00pm. We are trialling this on 19th April and 10th May and it was suggested that the course will not be available for the men until after 6.30 on those days. Council agreed that the Business Ladies should to be given priority on the course from 5pm onwards on these days.

House Committee

Chair, Ken Lodge, speaking to his written report, emphasised that the carpets are beginning to show signs of wear. The price of replacing the carpets would be about £10,000, but replacement will not be necessary until next year.

The boiler is working but is rather old fashioned and uneconomical, and Council will receive a proposal to replace it.

Alan Dewhurst spoke about the tables and chairs. The tables have already been repaired. It will cost about £50.00 per chair to recover them, the plan being to do 30 in a year but buying enough fabric initially to cover all the chairs.

Alan Dewhurst, on behalf of Mike Kirchin, mentioned a family Sunday lunch would be held once a month.

Ag 8: SUGGESTION BOOK
There were no suggestions.

Ag 9: ANY OTHER BUSINESS
In response to a member's question, Council approved the continuation of the existing policy of inviting local clergy to become Honorary members of Hale Golf Club.
The Captain confirmed that the next Council meeting would take place on Monday February 26th 2007 and, there being no further business, declared the meeting closed at 9.35pm

Signed

T.L.Hope
(Captain, Hale Golf Club)

Date

Documents for Council Meeting on January 15th 2007

Ag 4: Health and Safety Report to Council

1 Clubhouse

- 1.1. Members of staff have received their first briefing on the requirements of the Food Safety Regulations, and the Stewardess has initiated the logbook as required.
- 1.2. The second ladies shower has been upgraded to include thermostatic control to ensure safe operation.
- 1.3. The lean-to at the rear of the clubhouse which was in danger of collapse has been re-furbished.

2. Course

- 2.1. The proposal for new signs throughout the course has been prepared, and is ready for implementation. This is a large project which has required extensive consultation on pedestrian rights-of-way, and risk assessments. The project is being funded by the "200Club"
- 2.2. A number of trees have been removed from the right hand side of the 6th tee to reduce the tendency of golfers aiming left, and landing on the 5th fairway.
- 2.3. The 8th tee and fairway is being re-shaped to move the natural approach to the green away from the path on the right.

3. General

- 3.1. A tripping hazard next to the entrance to the clubhouse has been eliminated following a complaint by a member

KEL/14th January 2007

Ag 7: Ladies Section Report to Council

The evening AGM was held on 22.11.06 when it was decided by a vote that the next AGM would also be on an evening, that of 21.11.07.

At a recent House Committee Meeting, discussion took place about the Ladies Visitors' Day to be held on 24.05.07. Because the longevity of that day, it was agreed that one solution would be to hold TNC on Wednesday 23.05.07. Another option would be to cancel TNC that week but we feel that that decision is best made by the gentlemen.

The Business Ladies expressed a wish to play in some of the Thursday competitions through the summer at a late tee time of 17.00. We are trialling this on 19.04.07 and 10.05.07 and therefore the course will not be available for the men until after 18.30 on those days.

Ag 7: Green Committee Report to Council

Green Staff

Since the last Council meeting you will all be aware that we have been able to agree a compromise with Gary Partington who effectively had his employment terminated on the 31st December. He actually finished on the 16th December. The financial details of the agreement are such that we paid Gary £12,000.00 which was £5,500.00 over his statutory

entitlement had he been made redundant. In return we have a signed compromise agreement which basically gives him no comeback to the Club for any reason. As a result we did not have to continue with the redundancy process and everyone came out of the deal reasonably happy.

This compromise deal was brokered outside of the re-organisation process by Chris Gaskell. As you will be aware Chris specialises in employment law and once he was involved things moved very quickly. I am personally very grateful to Chris for his work on this matter. He has refused to submit a fee note despite seeing me twice at short notice in his office, and completing the paperwork in a time scale unprecedented, in my experience, for a firm of solicitors. As part of the deal we had to pay Gary's solicitors fees which came to £250.00 plus VAT.

I hope Council will agree that it is appropriate that we recognise Chris's efforts with a case of wine.

Russell Lewis has been appointed as the Senior Green keeper with David Bligh as his Assistant. It is too early to comment on how things are going. However I have never seen so many smiling faces on the greens staff.

The President, David Harrison and myself met with Russell and David for a Christmas luncheon which was arranged at very short notice after Gary had left. This sort of arrangement had never been possible before because of Gary's refusal to do anything outside work hours. One of the comments that came out during this informal get together was a request that the Green Staff be allowed to come into the Club-house for a pint after work usually on a Friday or occasionally at other times. We agreed that we thought this was reasonable and hope that Council will endorse this request.

Russell has also agreed to attend Green Committee meetings in the evenings with suitable notice.

It should be noted that now we only have two green-staff members we will have to increase the use of outside contractors. We have already identified a mobile mechanic who, we hope, will do the larger machine maintenance jobs. Also we are talking with two other contractors who may be able to do specific project work on the course.

Signage

Chris Wood has been working on proposals for a new external club notice board plus a review of signage around the course. Safety), This includes replacing broken signage and new signs where appropriate for health and safety reasons. (See also the H& S Report and comment under Agendum 4). His original proposals were put forward to the Management Committee who asked for some amendments. These have now been made and the funds have been secured from the 200 club. It is hoped that these will be in place for the beginning of the summer season.

Course Development

The trial third/twelfth tee has been a great success and we intend to do some remedial work in this area before bringing forward a definitive plan and costing to make this permanent. We hope to trial other suggestions in the near future and, with a sub-committee being formed specifically to look at course developments, we intend to bring forward proposals that will

find favour with all sections of the Club.

Ag 7: House Committee Report to Council

1 Health and Safety

- 1.1 Members of staff have received their first briefing on the requirements of the Food Safety Regulations, and the Stewardess has initiated the logbook as required.
- 1.2 The second ladies shower has been upgraded to include thermostatic control to ensure safe operation.

2 Clubhouse

- 2.1 The two gents' electric showers are now fully functional after the plumbing upgrade, and as a consequence can be used in the event of a boiler malfunction.
- 2.2 A preliminary assessment of the boiler and heating systems has been carried out. The existing system consists of a single boiler supplying the hot water and space heating needs of the clubhouse. The system is of an old design, is inefficient by modern standards, and even when fully operational, cannot meet the peak demands for hot water. The boiler is mechanically sound, but the control system and header tanks are extremely difficult to access for maintenance.
The whole system is unreliable, and occasional trips occur which result in excessive or insufficient heat in the Clubhouse, and at least twice last year, cold showers. In the short term, the situation can be managed by diligent staff re-starting the system, and electric showers providing back-up. However with higher energy costs the system is becoming increasingly obsolete, and the need for an upgrade become more pressing. A piecemeal upgrading, for example by replacing the control system is not economical or practical due to space and logistical constraints, and for reliability and efficiency two boilers could be justified. Adding a second boiler would require an extension to the boiler room at substantial cost.
A proposal is being developed for a replacement high-efficiency system, and the effect on energy costs will be assessed.
- 2.3 The waste plumbing from the gents' urinals has been replaced, thus eliminating the persistent overflow problem.
- 2.4 New lights have been installed in the gents' lockers as a trial. These lights provide improved light, are more efficient, easier to clean and maintain. If the trial is successful, and subject to a satisfactory cost-benefit analysis, the high-maintenance downlighters (of which we have over 90) will be replaced by this model.

3 Events and Catering

- 3.1 Recent Club events included the New-Year's eve ball and Seniors Dinner to the Ladies. These events were effectively fully subscribed, and favourable feedback has been received. Both December Balls produced a funding surplus. The band at New-Years eve was considered to be less effective than the disco at the earlier event, and it is proposed that future balls will use discos.
- 3.2 Mr Andrew Richards has agreed to assist the Snooker organizers.
- 3.3 A Race Day has been proposed for 3rd of August. The event will be open to men and lady members, and will involve a coach journey to a nearby track, returning to dinner at the Club.
- 3.4 A format is being sought to make Sunday lunches more attractive to younger members with families, whilst ensuring that enjoyment by others is not compromised. The established Mothers'/ Fathers'/Family Days will continue.

KEL/13 Jan 2007

HALE GOLF CLUB

Meeting held in the Clubhouse on Monday, 26th February 2007 at 20.15 pm.

Ag (i): PRESENT

Mr T.L. Hope (Captain, in the Chair), Mr J.A. Acratopulo (Captain nominate);
Mssrs. P.K. Hardern (President) and A. Bradley;
Mrs. C. Taylor (Lady Captain) and Mrs. P. Walsh (Ladies Secretary);
Mrs. F.J. Perks together with Dr. S.H.M. Logan and Mssrs. A.G. Dewhurst,
J.R. Foster, B. Greenbank, J.D. Harrison, P.E. Hilton , K.E. Lodge, J.R. Savin and
C.M. Wood.

The Captain welcomed Mr John Acratopulo to the meeting in his capacity as
Captain Nominate.

Ag 1: APOLOGIES

were received from

Mssrs. R. Done, G.O. Harris , A.N.G. Hyde, W.W. Kennedy, C.J. Mawson,
J.N. Nichols, A.G. Pendleton and P.F. Veitch;
from Mr J.C. Munnery (as immediate past-Captain) and from Council members
Mssrs. A.F. Kenney, M.J. Kirchin, and R.W.O'Brien.

Ag 2: MINUTES

The Captain signed the circulated minutes as an accurate record subject to a
correction to the listed apologies and that, under the item on retiring members,
Charles Hardern should be listed as a Country Member.

Ag 3: MATTERS ARISING

There were no matters arising.

Ag 4: CAPTAIN'S REMARKS

The Captain reminded Council that at the start of the year he had initiated a "Review
of Rules and Practices" within the Club. The increased workloads of the Hon.
Secretary and Treasurer and the Chairs of House and Green appeared to make this
necessary. It had become apparent some time ago that the exercise would not be
completed before the end of the year.

Dealing with progress on the Review, an e-mail from Ian Goulty has drawn attention
to Part 3 of what has become known as the Veitch Report. (This e-mail is attached in
the documentation for the meeting and the Veitch report part 3 had been tabled).

The Captain had not been aware that the report did more than lead to the
Introduction of Ladies as Full Members, and to the creation of the Management
Committee. Reference to part 3 of that report it is apparent that much of the work
which the Captain had seen as being required has indeed already been done. The
conclusions already drawn could be reconsidered in the light of any changed
circumstances felt to apply nine years later. It followed that further action, as
necessary, would be taken after April 2007.

Members were asked to read part 3 of the Veitch Report in preparation for the next meeting of Council when discussion of its relevance along with suggestions included in the Goulty e-mailed memorandum would carry the review forwards.

Ag 5: **HEALTH AND SAFETY**

Ken Lodge spoke to his report (which is attached to the minutes). He added that an H/S representative from Citation plc would visit the Club on 12.03.07 to make an inspection when he, together with the Hon. Secretary and a representative of the Green Committee would be in attendance.

Ag 6: **MEMBERSHIP**

Resignations/Transfers

Council was informed that **Mrs Joan Hodson** had written making it abundantly clear that she wished to play no more golf at Hale, and expecting Council to receive her resignation with effect from 01.01.07. The Secretary had reported this to last Monday's Membership Committee which suggested he wrote to her expressing the Club's and Council's regret that she no longer wished to be a member and inviting her to play the course if ever she were in the area and wanted to play.

Council noted her resignation with regret and approved the suggestion of the Membership Committee.

A letter of resignation had been received from Mr **R. H. Murray** from non-playing membership at Hale indicating he will be seeking a membership on the Isle of Man where he is now taking up residence. He thanked Council and Members for many happy memories. Council accepted his resignation.

Letters of Introduction

With reference to the Letter of Introduction received at the previous meeting for Mr **Jonathan Webster** for full playing membership, the Hon. Secretary informed Council that Mrs Anne Webster was not entitled to propose or second an application since she had not been a member for 3 years. Thanking the President for his vigilance, he undertook to bring the matter to the attention of Lord Lee of Trafford (as the writer of the Letter of Introduction) that another seconder was required.

Entries into the Book of Candidates

At its meeting on 19.02.07, the Membership Committee recommended to Council that the following names should be entered into the Book of Candidates and brought back to Council for nomination as soon as individuals received the necessary support:

Susie Buchan	(proposed by Bill Harvey, seconded by Gillian Brogdon)
Ron Kirk	(John Goodman, Irene Kirk)
Jonathan Murphy	(Lynette Lodge, Ian Goulty)
Ian Pinnington	(John Bramwell, Adam Hyde)
Tarik Rashid	(John Booth, Lubna Sands)

as full members and Council approved the entry of these names into the Book.

Nomination

Council was asked to approve the nominations of the following prospective Members, each of whom had received sufficient support in the Book of Candidates:

James (Jim) Heaton (Vic Stratta, Jim Taylor)
Matthew Hewitson (Richard Duerr, James Munnery)
Alastair Makin (David Smith, Jez Allen)
Paul Simpson (Chris Gaskell, Fiona Kenney)
Philip Whewell (Johny Fallows, John Acratopolu).

Council approved their nomination en bloc.

Elections

Council was invited to elect the following prospective members who had been nominated at its last meeting:

Mrs Victoria (Vicki) Buckmaster
(Marianne Harding, Marianne Aitken)
Mark Furness (proposed John Adams, seconded Tessa Day)
Roger Sheen (Chris Brown, Andrew Pendleton)

as full members and

James Webster (Anne Webster, Ashley Woodcock)

as a Country member. The four were elected en bloc.

Nominations at the last meeting had also included

Mrs Elizabeth Bird (Judy Pinnington, Sue Harrison).

Council learned that this prospective Member had expressed the wish to slow down her own entry into membership until her husband could enter membership too. Noting that, as yet, no Letter of Introduction had been received for her husband, Council agreed that her progress towards entry could be resumed when the appropriate time came.

Ag 7: CORRESPONDENCE

Correspondence has been received from Don Watson thanking Council for making facilities available to him and his wife Val on the occasion of their 50th wedding anniversary, and enclosing a donation of £100, such was their appreciation of the event.

Similarly thanks have been received from Geoff Hill (and his wife) thanking Council for approving their request to hold their party at Hale.

Correspondence had been received from the Alderley Edge Golf Club Secretary enquiring if HGC Council would consider an exchange in this the centenary year of that club - 18th or 25th August being suggested dates. Council supported the idea, but because the dates coincided with stewards' holidays, left the Hon. Secretary to explore more convenient dates.

Council had been asked to approve the following requests for use of Club facilities: from **Chris Brown** on behalf of Hale Tennis Club to hold its AGM on April 3rd 2007 in the Hale Golf Club function room because of re-development of its own club-house;

from **Conrad Nelstrop** on behalf the BAT's G.S to hold a golf day at Hale on May 23rd 2007 when it would require lunch, golf and dinner;

and from **Colin Fall** on behalf of the St James' Club of Manchester for its golf society open day on a mutually convenient date in late September;

and from associations as follows:

from **the Manchester Naval Officers' Association** seeking permission to hold its now traditional cocktail party at the Club in May for which a mutually convenient date would be sought in May because the date requested was already booked out;

from **Ken Bailey** for the customary Jubilee Bridge Club Christmas dinner on first available Friday in December (this being the 7th);

from **Ann Murphy** on behalf of Hale Barns Bridge Club to hold its Christmas party on Monday 10th of December.

from member **Michele Rae** for the now customary Christmas party, when a significant number would be club members others paying £2 per head as last year. The preferred date is Saturday 15th December.

from member **Craig Rae** for a private party involving friends and associates on June 29th.

(Seeking to accommodate the above requests, the Secretary sought Council's approval to amend the pattern of events in the month of December. Discussion with the Stewards had indicated that they would prefer the HGC Dinner/Dance to be held on either 15th or 22nd December. It was agreed that the Secretary should work out an appropriate December calendar with the Stewards, Mike Kirchin and the Chair of House.)

Council approved the above events.

The Lady Captain informed the meeting that it was intended to hold a fashion show on May 9th 2007. The Chair of House proposed that the early year Quiz Night should revert to a Wednesday, possibly in late February or on March 26th. (which will fall in the week after Easter).

Council also considered a request from **Anne McNamara**, as the Secretary of the Ladies Section at Didsbury G.C., for support from the Club by donating a four-ball tee time (with the usual conditions) the McNamaras providing a meal as part of the same prize.

Ag 8: REPORTS

Reports were submitted as follows.

Treasurer

The Treasurer reported that there was in excess of £241,000 in the bank, and that most of the subscriptions were in.

In readiness for the AGM, the Hon. Treasurer sought Council's approval for the accounts to the year ending 31.12.06. He took Members through the tabled documentation drawing attention, inter alia, to the level of annual subscription income, to entry subscriptions, to the financial impact of the redundancy of the previous head green-keeper, and to an increase in the wages of house staff, the result of improved levels of service.

Discussion focussed on the relationship between levels of subscription and the accountancy of non-cash items (depreciation and transfers to the reserve), and on the increase in staff wages. Clarification was sought about the arrangement under which the Club paid for the first 70 hours of wages costs and the stewards the remainder.

On learning that it had not proved practicable to operate that agreement, the President expressed his concern that it had been discontinued without Council's knowledge or approval. It was agreed that, at its next meeting, Council should learn

what the current practice is, the President making the additional point that this was a matter which, thereafter, it might be appropriate for the Chair of House to report on. In reply to a request to keep Council better informed of the on-going financial health of the Club, the Treasurer agreed to make available quarterly statements of account to future Council meetings.

Council approved the accounts for onward transmission to the AGM.

Council was informed that Jimmy Hodson had left a legacy of £2.5K to the Club.

The Hon Treasurer requested that the minutes of the meeting should record Council's authorisation for the Bank Mandate (necessary for the signing of cheques) to pass to/include the Assistant Treasurer, Paul Hilton. This was agreed and is the purpose of this note.

Green Committee

In the absence of the Chair, Brian Greenbank deputised. He said that there was nothing to report.

Council agreed that an encouraging message should be passed on to the green staff.

House Committee

Ken Lodge presented his tabled report.

Ladies Committee

The Lady Captain, Mrs Cally Taylor and Lady Secretary Mrs Patrina Walsh had nothing to report.

Ag 9: SUGGESTION BOOK

There were no suggestions in the Book.

Ag 10: ANY OTHER BUSINESS

The Hon. Secretary reminded Council that Regulations were included in the Members' Handbook. He presented the set of regulations agreed/amended by Council in its last year (see section B in the attached documentation). Council approved their inclusion in the Handbook and also agreed to the Secretary's request that the Regulations should be re-ordered to make their significance clearer. It was also agreed that the regulation concerning continuing play down the nineteenth should be retained in its existing form and that information on Health and Safety practices on the course might also be included.

At this, his last meeting, the Captain, Terry Hope, expressed his own and the thanks of Council to Sam Logan and Jane Perks who would be leaving after the AGM. The work they had done was much appreciated. Similar thanks were due to Al Kenney and Chris Wood who were also scheduled to retire but were seeking re-election, albeit Chris in a different capacity as Assistant Secretary.

The Captain also thanked the retiring Past Captain John Munnery (in absentia) for his help during the year. The Captain added that, following the example set by Bill Walsh, he would not be attending future Council Meetings unless required to do so by the absence of the Captain. This was not, however, a promise.

The President asked Council to approve the recommendation of the ex-Presidents that Roger Cross be elected as a Vice-President of Hale Golf Club. Council elected him unanimously and also agreed to the President's suggestion that this information should remain confidential until he announced it at the AGM at the end of March.

The Captain confirmed that the next Council meeting would take place on TUESDAY 24th April 2007. The Secretary agreed to include, as a footnote to the minutes of the meeting, a full set of meetings if/when these had been agreed by the incoming Captain and officers.

The President thanked Terry Hope for his Captaincy and his chairing of Council during his year in office. There being no further business, the meeting was declared closed at 21. 29 hours, the President inviting Council to join him at the bar.

Signed

John Acratopulo
(Captain, Hale Golf Club, 2007-8)

Date 24.04.07

Footnote to minutes:

The proposed list of Council meetings for the next year (and those of its sub-committees) is as follows:

Council:

24.04.07, 18.06.07, 23.07.07, 10.09.07, 22.10.07, 14.01.08, 25.02.08.

Membership Committee:

16.04.07, 11.06.07, 16.07.07, 03.09.07, 15.10.07, 07.01.08, 18.02.08.

Management Committee:

16.04.07, 11.06.07, 16.07.07, 03.09.07, 15.10.07, 07.01.08, 18.02.08

Documentation for the Council Meeting on 26.02.07

(A) Memorandum from Mr I.O.Goultly (for ag 4)

Dear Captain Terry,

As you know the subcommittee (comprising the Secretary, Treasurer and myself) which you set up at the beginning of your year to review the management structure of the club met on Friday evening to draw together the fruits of the research and discussions which have taken place throughout your year.

I have been deputed to report to you so you can in turn report that which you consider necessary to Council and the AGM.

We are agreed in wishing to formalise a management structure with an executive team and key defined roles for subcommittees. These were key recommendations of the relevant part of

a Report prepared in 1998 by a subcommittee chaired by Peter Veitch. We think that Report should be dusted off as a starting point rather than us trying to reinvent the wheel.

So we recommend that section 3 of that Report be circulated to all Council members tonight (as well as those entitled to receive the Minutes) for consideration by the new Council in April. If Council is then broadly in agreement with the main conclusions then we suggest that a subcommittee be formally appointed with a mandate to report back to Council with a detailed proposal together with any necessary rule changes.

The constituent members of the subcommittee would be a matter for Council to decide at its April meeting. My personal view is that it should involve both John and David. I am relaxed about whether or not I am involved but I'm happy to help if required particularly on rule changes. For what it's worth I also think any subcommittee appointed to consider constitutional changes should be and be seen to be as representative as possible and include for example members from the senior end and the ladies section (as was the case when the rules were last changed in a material way).

It goes without saying that changes of this sort should be considered very carefully and not rushed. Council members should look at the key recommendations and not get bogged down in the minutiae at this stage but I've no doubt that written comments from individuals on detailed points would be welcomed by the subcommittee if there is a will to proceed as outlined above.

Kind regards, Ian

Ian Goulty

(B) Proposed Changes to Regulations in Handbook (see AOB)
Council is reminded that at its meetings during the last year the Regulations which follow were agreed. These will appear in the Members' Booklet for 2007-8.

B(i) Regulation about junior members playing the course including adult competitions (as approved by Council in the September meeting):

(i) "Junior members may play at any time except Saturdays and Thursdays before 3.30pm, Sundays and Public Holidays before 12 noon or competition days before all competitors have holed out on the 10th green.

The following regulations apply to competitors with handicaps:

(a) Junior male members who have current club Congu handicaps shall be entitled to compete in any men's club competition providing their playing group contains at least one adult and no more than one junior. The juniors shall pay the entry fee and shall not be eligible for any cash prize.

(b) Junior girl members who have an LGU handicap shall be entitled to play in any Ladies competition.

(c) Junior members whose club handicap is under 21 shall be entitled to compete in any club mixed competition providing there is an adult in the playing group.

(d) Junior members with a club handicap may play on Sunday mornings with an adult member."

B (ii) New Regulation on Dress Code
Document submitted and approved at Council October Meeting

"The Club's dress code is as follows:

On the Golf Course

(1) Gentlemen

Jeans and collarless or sleeveless shirts (including T-shirts) are not allowed. Shorts are acceptable provided they are tailored and worn with long socks (of any colour) or white short socks (but not anklets).

(2) Ladies

Jeans and sun-tops (with or without shoulder straps) are not allowed. Shorts are acceptable provided they are tailored.

(3) Shoes

Gentlemen and Ladies must wear proper golf shoes, either with spikes or with soft studs. Other kinds of footwear, such as training shoes are not permitted on the course.

In the Clubhouse and on the Terrace

Jeans and training shoes for ladies or gentlemen are not permitted at any time except for young children. Collarless or sleeveless shirts (including T-shirts) for gentlemen are not allowed.

Gentlemen must wear jackets and ties in the main dining room after 7 p.m. and at formal events before 7 p.m. (including TNC). At Sunday lunches, jackets and ties are preferred but are not essential. At other times, smart casual dress is acceptable.

However, in hot weather, the requirement or preference for jackets and ties may be suspended on a particular day if so decided by the Captain, the Hon. Secretary, and the Chairman of the House Committee or, in the case of a special event, the organiser of that event.

A different dress code for an official club event or a private party may be specified by the organiser of the event as long as the Club's high standards are maintained."

Notes The following points were omitted in the above regulation, namely:

- (a) the references to gentlemen being allowed to wear shorts "During summer months" and to "summer" in relation to ladies' shorts, which suggest that shorts can't be worn at other times;
- (b) the reference to ladies' "divided skirts or culottes", which looks just a bit out-dated; and
- (c) the paragraph about removing anybody who fails to observe the rules.

B(iii) Regulation to continue play in a knock-out competition match tied on 18th green

Council is reminded that a decision was taken at the meeting of February 2006 to amend the rule to read: "Unless otherwise agreed by all taking part in a match played on handicap for a Club prize, when the match is halved at the 18th hole, it shall continue on the 19th or subsequent holes until a winner is identified."

Reference was made then to the need to keep the review the regulation under review. Council's view is sought on whether a change is necessary.

C Health and Safety Report to Council on 26.02.07 (Ag 8)

1 Clubhouse

- 3.2. Space has been prepared for a new food freezer which has been ordered to replace the current outdoor freezer storage. The new freezer will be better equipped to satisfy

the temperature control and record keeping requirements of the food safety regulations. A new fridge has also been ordered to the same specifications.

4. Course
 - 4.1. The 8th tee has been re-shaped and the out-of bounds on the right has been moved inside the public footpath. A hedge has been planted along the out-of bounds.
 - 4.2. A small copse of trees has been planted to divide the 4th and 5th fairways.

KEL/26th February 2007

D House Committee Report to Council on 26.02.07 (Ag 8)

- 1 Health and Safety
 - 1.1 Space has been prepared for a new food freezer which has been ordered to replace the current outdoor freezer storage. The new freezer will be better equipped to satisfy the temperature control and record keeping requirements of the food safety regulations. A new fridge has also been ordered to the same specifications.
- 2 Clubhouse
 - 2.1 All tables in the Clubhouse have been inspected and 15 have been strengthened and re-furbished. As a pilot, one of the damaged dining chairs has been effectively repaired, and a plan to re-furbish rather than replace the worn upholstery is being developed.
 - 2.2. New wine racks have been installed adjacent to the bar.
5. Events and Catering
 - 5.1. Dinner at the House of Lords was attended by 111 guests and appeared to have been enjoyed by all. A small funding surplus resulted.
 - 5.2. The Captain's Cocktail Party, Burn's Night celebration and VP's Dinner all went to plan.

KEL/26th February 2007

HALE GOLF CLUB

Minutes of Council Meeting of 24 April 2007

Ag (i): PRESENT

J. A. Acratopulo (Captain, in the Chair) and T. L. Hope (immediate past-captain);
P. K. Hardern (President) and R. R. Cross (newly-elected vice-president);
Mrs. C. Taylor (Lady Captain) and Mrs. P. Walsh (Lady Secretary);
C. J. Davies, J. R. Foster, B. Greenbank, A. F. Kenney, M. J. Kirchin, K. E. Lodge,
R. W. O'Brien, J. R. Savin, D. M. Smith and C. M. Wood.

The Captain welcomed the newcomers to their membership of Council and thanked them for allowing their names to be put forward for election. He also thanked those who were continuing in office or as elected members. He reminded members that Council discussions were confidential.

(Secretary's note: this being the first meeting of the Council in the Club year 2007-8, it is recorded that:

J. A. Acratopulo had been elected as Captain at the AGM;
the following officers had been re-elected: J. D. Harrison (Hon. Treasurer), J. R. Savin (Hon. Secretary) and P. E. Hilton (Assistant Hon. Treasurer);
C. M. Wood had been elected as the Assistant Hon. Secretary having completed his three-year period as a Council member, A. F. Kenney had been re-elected to Council and continues in the role of Chair of Green Committee;
C. Davies and D. M. Smith had been newly elected as Council members;
R. R. Cross had been elected as a vice-president at the last meeting of Council (the announcement of which was delayed until the AGM) and was in attendance for the first time in that capacity.)

Ag 1: APOLOGIES

Apologies had been received from:

R. Done, G. O. Harris, A. N. G. Hyde, W. W. Kennedy, C. J. Mawson, J. N. Nichols, A. G. Pendleton and P. F. Veitch;
vice-president A. Bradley and elected Council members A. G. Dewhurst, J. D. Harrison and P. E. Hilton.

Ag 2: MINUTES OF PREVIOUS MEETING

The Captain signed the circulated minutes of the meeting of 26 February 2007 as an accurate record subject to the attachment of the agreed version of the Dress Code (Appendix 1 to these minutes).

Ag 3: MATTERS ARISING

The following list of forthcoming Council and sub-committee meetings for the year was accepted:

Council:

24.04.07, 18.06.07, 23.07.07, 10.09.07, 22.10.07, 14.01.08, 25.02.08.

Membership Committee:

16.04.07, 11.06.07, 16.07.07, 03.09.07, 15.10.07, 07.01.08, 18.02.08.

Management Committee:

16.04.07, 11.06.07, 16.07.07, 03.09.07, 15.10.07, 07.01.08, 18.02.08 .

All other matters arising were dealt with under the agenda items which follow.

Ag 4: CAPTAIN'S REMARKS

The Captain summarised the position that the Council and the Club found itself in because it had not been possible to seek approval of the accounts for the year ending 31 December 2006 at the AGM due to the serious illness of the Hon. Treasurer. This illness had prevented the David Harrison from dealing with the auditors' technical questions relating to the balance sheet. It had been agreed at the AGM that the accounts would be presented to, and approved by, a special general meeting called for this specific reason. It had been the intention to hold this meeting within a month or so of the AGM (as soon as the auditors (Hallidays) had signed-off their report verifying their acceptance of the accounts) but David Harrison's illness had prevented this.

Following further explanation and discussion, Council confirmed its support for this proposal but stressed the need to inform Club members about the situation. The Hon. Secretary agreed to place a notice to this effect on the notice board.

It was noted that the questions raised by the auditors were a separate concern from Club members' questions about wage levels indicated in the accounts and in the budget for 2007. These had been the subject of discussion at the last Council meeting and forms part of the Treasurer's report in agendum 9.

Ag 5 CLUB ORGANISATIONAL STRUCTURE

The Captain asked the Hon. Secretary to offer a brief summary of progress on this matter. At the previous Council meeting, Section 3 of the Veitch Report of 1997 had been presented to members because, despite its age, it dealt effectively with many of the contemporary issues that the Club faced and with possible consequential organisational changes.

All Council members had also received a copy of a memorandum to the then Captain, Terry Hope, from Ian Goulty, one of the group of three (with the Hon. Secretary and the Hon. Treasurer) who had been asked to give the matter preliminary consideration. This memorandum suggested that, subject to Council approval at this meeting, a sub-committee should be identified to take the matter forward making appropriate reference to:

- (i) Section 3 of the Veitch report;
- (ii) additional contemporary factors relating to legislation and/or regulations;

- (iii) notions of congruence between responsibility for the actions of officers (including the chairs of House and Green Committees) and accountability for actions taken;
- (iv) discussions that had already taken place with other clubs which had made changes to their organisation and management structures similar to those being considered at Hale;
- (iv) advice from the golfing associations.

The sub-committee should then present, to either the June or July meetings of Council, outline recommendations for endorsement. If the recommendations received Council approval then the sub-committee should draft necessary amendments to Club Rules. When agreed by Council, these amendments should be taken to a special general meeting late in 2007, in time for the election procedures for the 2008 Council to be conducted in accordance with the amended Rules.

Following discussion, Council agreed that the following Club members should be invited to form the sub-committee: Ian Goult, Janet Grant, Paul Hinton, John Savin and Peter Veitch.

Ag 6: HEALTH AND SAFETY

Ken Lodge spoke to both the health and safety and environmental aspects of his report (Appendix 2 to the minutes). The captain signed the annual Club Health and Safety Policy Statement. The new signs would be shown to the Club's consultants on Citation's forthcoming second visit to the Club. The President proposed that appreciation be recorded to the Assistant Hon. Secretary for his work on signage. (*Secretary's note: this was paid for by the 200 Club.*)

Following a brief discussion about the Club's insurance it was agreed that the Secretariat would approach Chris Counce to advise the Club as to whether better insurance options existed.

Ken Lodge stated that the draft Club environmental statement would need to be discussed and that this issue would be brought back to the next meeting of Council.

Ag 7: MEMBERSHIP

Letters of introduction

David Swale had written on behalf of Ian Holt whom he has known for over 25 years. Ian Holt has been an excellent all-round sportsman so that, whilst he is not an experienced golfer, it is David Swale's view that he will quickly become a more than competent golfer. He has also been a very active club member, assuming various organizational responsibilities. He is now an independent management consultant following a career with IBM. Roger da Forno would be pleased to second his nomination.

A letter introducing Adam David Laitt as a prospective junior member has been received from his father, playing member Roger Laitt. Roger Laitt was willing to act

as proposer and will seek a member who knows Adam Laitt to second his nomination. The Secretary suggested that his name should be referred to the Membership Committee and to the junior organiser(s) and that, in the meantime, he should be encouraged to take part in Saturday coaching sessions.

Council agreed that these two proposals should be dealt with in the usual way.

The Secretary reported that he had received telephone calls and follow-up written enquiries about possible membership from three experienced golfers-Mark Power (whose son was also interested in joining), Robert Dean and Jeremy Lawrence. He sought Council's approval to arrange for them to attend a TNC at the Club to introduce them to members and to attempt to make progress from there.

Entries into the Book of Candidates

At its meeting on 16 April 2007, Membership Committee recommended that the following applicants' names should be entered into the Book of Candidates and brought back for nomination as full playing members as soon as individuals had received the necessary support:

Nigel Reeve	(proposed by Jonathan Grant, seconded by David Holt);
George Rowland	(Andrew Gething, Peter Atherton);
John Webb	(Paul Bramwell, Martin Bramwell);
Joe Kennedy	(John Kennedy, Robert Hough); and
Peter White	(Bill.Sankey, Robert Spark).

Council considered these applicants en bloc and approved the recommendation.

Nominations

Council was asked to approve the nominations of the following prospective Members, each of whom had received sufficient support in the Book of Candidates:

Susie Buchan	(proposed by Bill Harvey, seconded by Gillian Brogdon);
Ron Kirk	(John Goodman, Irene Kirk);
Jonathan Murphy	(Lynette Lodge, Ian Goulty);
Ian Pinnington	(John Bramwell, Adam Hyde); and
Tarik Rashid	(John Booth, Lubna Sands).

Council approved these nominations en bloc.

Elections

Council was invited to elect the following prospective members who had been nominated at its last meeting:

James (Jim) Heaton	(Vic Stratta, JimTaylor);
Matthew Hewitson	(Richard Duerr, James Munnery);
Alastair Makin	(David Smith, Jez Allen);

Paul Simpson (Chris Gaskell, Fiona Kenney); and
Philip Whewell (Johnty Fallows, John Acratopolu).

These members were elected en bloc.

Arising from the election of Mrs **Victoria (Vicki) Buckmaster** (Marianne Harding, Marianne Aitken) as a full playing member at its last meeting, the Lady Secretary, Mrs Patrina Walsh, informed Council that Vicki Buckmaster would, for the time being, continue to be resident in Anglesey while she sought to purchase a property closer to the Club. She had enquired if she might be considered to be a country member and pay the country member subscription until she moved when she would pay the usual entry fees and a full subscription. Council approved this request.

Ag 8: CORRESPONDENCE

Thanks had been received from Peter Veitch for Council's approval of a family function in late March. His letter complimented the Club and its staff for the quality of service and provision. Another letter of thanks had arrived from Hale Tennis Club for allowing it to hold its AGM at the Club because of the rebuilding of the HTC clubhouse.

Council was asked to approve a request on behalf of the North Cheshire Bridge Club to hold its New Year Party on or around Wednesday 16 January 2008. The function would involve a meal followed by bridge for about 40-44 players. This was now a well-established event, having received approval on about five previous occasions. The usual charges would apply but not extend to additional bar hours.

Ag 9: REPORTS

The Hon. Secretary reported that the sum of £2500 had been received as a legacy from the estate of the late Jimmy Hodson. Reports were submitted as follows:

Hon. Treasurer

Because of the continuing serious illness and absence of the Hon. Treasurer it had been expected that the Assistant Hon. Treasurer, Paul Hilton would deputise. However, because of his unavoidable absence on business, he had provided a full report which was tabled (Appendix 3 to these minutes). His report provided members with clarification (which they had requested at Council's previous meeting) about the arrangements for the payment of house staff wages (under which Council had been notified that the Club would pay for the first 70 hours of wages in any week and the stewards the remainder).

Following a meeting of the Captain, the immediate past-captain, the Assistant Hon. Treasurer, the Chair of House Committee and Mrs. MacNamara, it had been agreed that it would be appropriate for House hours and wages to be the responsibility of the Chair of House Committee from now on.

The President felt that Council would find the current level of expenditure on House wages difficult to justify to Club members. It was agreed that there was a need for Council to be able to explain how the current variance from budget of House wages had arisen by examining detailed wage payments. The immediate past-captain believed that the charge for attending both Club and private events could be increased. After preliminary discussion there was general support for levying such a charge provided that it was administratively efficient and cost-effective. Such a charge might be made on either a per capita or a room basis. It was thought that the Chair of House Committee might consider the imposition of an employment limit of 2.5 person-equivalents, rather than the current 3.0 person-equivalents. It was agreed that Ken Lodge would consider and report on these issues to the next meeting of Council.

Green Committee

The Chair, Al Kenney, spoke to his report (Appendix 4 to the minutes). Following an inspection visit by the STRI, it had been made clear that the machinery wash down area was considered to be utterly inadequate to meet modern environmental standards. He had had asked Johny Fallows to map and review the current facilities in this area with a view to coming forward with proposals that might meet several Club objectives.

Al Kenney reported that, because of plant availability and propitious weather, he had authorised £900 to be spent on preparations for the 12th tee. He requested, and was granted, £6855 plus VAT to complete the construction of this tee. This would take about 12 months in all. It was agreed that a trainee member of Green staff, Nick Baker, could be recruited at a salary of £10,304 p.a. plus on-costs provided that this expenditure was met from within the overall Green Committee budget.

Al Kenney requested that the Club Regulations be rewritten to allow the spending of an increased sum of £1000 (rather than £500) without seeking Council approval. It was agreed that, when a committee chair or an officer was faced with an emergency requiring urgent expenditure, he should gain the agreement of two (other) officers to the expenditure and report this action to the next meeting of Council.

It was agreed that Green Committee would examine means of attracting additional players to the course, and hence increasing revenue, and report to a future meeting of Council.

The Captain asked about the long-term situation of the Club professional and Al Kenney agreed to report on this to the next Council meeting.

House Committee

Ken Lodge presented his report (Appendix 5 to these minutes). Council agreed funding for the purchase of material and the refurbishment of 50 pink chairs at a cost of £2000. It further agreed the purchase of patio furniture at a cost of £1000 and of an upgraded telephone system costing about £1600. Ken Lodge raised the problem of Club security and the need for Council to consider expenditure on this in the future.

Ladies Committee

The Lady Captain, Mrs. Cally Taylor, and the Lady Secretary, Mrs. Patrina Walsh, spoke to their report (Appendix 6 to these minutes). Further to Council's approval at a previous meeting that, from time to time, ladies could have priority on the course after 16.00 on specified Thursdays, it was agreed that the business ladies could tee off at 17.00/17.30 on Thursday 10 May and Thursday 26 July 2007.

Ag 9: SUGGESTION BOOK

There were no suggestions.

Ag 10: ANY OTHER BUSINESS

The Captain raised the issue of the availability of Council minutes to Club members. A brief discussion took place about the wisdom of resuming publication of full (or summary) minutes from meetings on the notice board to keep members informed (whilst not disclosing matters of a confidential or personal nature). This resulted in a decision that, for the time being, publication would not be resumed but that the possibility should be kept under review.

Council was reminded that the next meeting would take place at 20.15 on 18 June 2007.

There being no further business, the Captain closed the meeting at 22.40 and invited members to join him in a well-earned drink.

Signed:

John Acratopulo
(Captain, Hale Golf Club, 2007-8)

Date: 18 June 2007

HALE GOLF CLUB - DRESS CODE

On the Golf Course

(1) Gentlemen

Jeans and collarless or sleeveless shirts (including T-shirts) are not allowed. Shorts are acceptable provided they are tailored and worn with long socks (of any colour) or white short socks (but not anklets).

(2) Ladies

Jeans and sun-tops (with or without shoulder straps) are not allowed. Shorts are acceptable provided they are tailored.

Gentlemen and ladies must wear proper golf shoes, either with spikes or with soft studs. Other kinds of footwear, such as training shoes, are not permitted.

In the Clubhouse and on the Terrace

Jeans and training shoes for ladies or gentlemen are not permitted at any time except for young children. Collarless or sleeveless shirts (including T-shirts) for gentlemen are not allowed.

Gentlemen must wear jackets and ties in the main dining room after 7 p.m. and at formal events before 7 p.m. (including TNC). At Sunday lunches, jackets and ties are preferred but are not essential. At other times, smart casual dress is acceptable.

However, in hot weather, the requirement or preference for jackets and ties may be suspended on a particular day if so decided by the Captain, the Hon. Secretary, the Chairman of the House Committee or, in the case of a special event, the organiser of that event.

A different dress code for an official club event or a private party may be specified by the organiser of the event as long as the Club's high standards are maintained.

Roger O'Brien

APPENDIX 2

HALE GOLF CLUB Health and Safety Report to Council 24th April 2007

1 Clubhouse

5.3. The new fridge and freezer have been installed and the old outside units discarded.

6. Course

6.1. The project to install a complete set of new signs has been completed. The new signs have been designed to inform both walkers and golfers of path routes and areas of interaction between various users.

7. General

7.1. A review has been carried out by Citation and the overall impression was of good progress having been made in the past year. A further review of the course is planned on completion of the Signage project. A report will be provided on completion of the review.

7.2. A presentation will be made to Council on the current status of the Health and Safety programme, and they will be asked to endorse the Health and Safety Policy as has been done in previous years.

7.3. Copies of the H&S and Environmental Policy are attached to this report,

KEL/24th April 2007

Health and safety policy statement

The following is a statement of Hale Golf Club's general Health and Safety Policy in accordance with Section 2 of the Health and Safety at Work etc Act 1974.

The Club so far as is reasonably practicable will ensure the health, safety and welfare of all of the employees working for the Club or other persons who may be affected by its undertakings.

It is acknowledged that successful health & safety management requires an effective statement of policy, organisational structure and arrangements, which reflect the commitment of the Membership and Council.

To sustain that commitment, the Council will continually measure, monitor and revise where necessary an annual Health and Safety Plan to ensure that health and safety standards are met.

The Council, through the Chairs of its two Standing Committees (House and Green), will implement the Club's Health and Safety Policy and recommend any changes to meet new circumstances. Changes must be approved by the Council.

The Arrangements will be implemented through the normal chain of management.

The Club Secretary and Treasurer will advise, support and assist Council and Management in the implementation of the Policy and Arrangements.

The Organisational Structure related to individual responsibilities is attached and forms part of this Policy documentation.

The Council recognises that successful health and safety management contributes to successful business performance and will allocate adequate finances and resources accordingly.

The Council looks upon the promotion of health and safety measures as a mutual objective for itself and all employees. It is therefore, the policy of the Council through management to do all that is reasonably practicable to prevent personal injury and damage to property. Also the Club aims to protect everyone, including all visitors using its facilities and members of the public who may legitimately be on Club property, insofar as they come into contact with the Club or its activities, from any foreseeable hazard or danger.

All employees have duties under the Health and Safety at Work etc Act 1974 and they are informed of their personal responsibilities to take due care for the health and safety of themselves and to ensure that they do not endanger other persons by their acts or omissions. They are also informed that they must co-operate with the Club in order that it can comply with the legal requirements placed upon it and in the implementation of this Policy.

The Club will ensure continued consultation with the workforce to enable all viewpoints and recommendations to be discussed at regular intervals.

The Club will ensure a systematic approach to identifying hazards, assessing the risk, determining suitable and sufficient control measures and informing employees of the correct procedure.

The Club will provide, so far as is reasonably practicable, safe places and systems of work, safe plant and machinery, safe handling of materials and substances, the provision of adequate safety equipment and ensure that appropriate information, instruction, training and supervision is given.

The Club regards all health and safety legislation as the minimum standard and expects management to achieve their managerial targets without compromising health and safety.

Signature.....	Position.....
.....
Date.....	Review
.....	date.....

Environmental statement

Hale Golf Club recognises the need for sustainable development and continually aims to improve the environmental effect of its activities. To achieve this the Council will: -

- Establish sound environmental management by: -

Meeting or improving upon relevant legislative, regulatory and environmental codes of practice.

Developing objectives that target environmental improvements and monitor performance by regular review.

Considering any environmental issues in the decision-making process.

Developing a relationship with suppliers and contractors so that we all recognise our environmental responsibilities.

Educating staff so that they carry out their activities in an environmentally responsible manner.

- Provide for the effective use of resources by: -

Promoting waste minimisation by recycling or finding other uses of by-products whenever economically viable.

Promoting the efficient use of resources, energy and fuel throughout the Club's operations.

- Co-operate with: -

The communities in which the Club operates.

The government, regulatory bodies and other interested parties with the shared vision of being a good and trusted neighbour.

Signature.....	Position.....
.....
Date.....	Review
.....	date.....

APPENDIX 3

TREASURER'S REPORT FOR COUNCIL MEETING OF 24TH APRIL 2007

Introduction

You will all be pleased to know that David's health is improving daily. However, his full recovery will take many more weeks if not months, and he still finds the most routine of tasks very tiring. I was able to visit him on Sunday 22nd, and we spent an hour discussing the outstanding treasury tasks.

Annual Accounts

David expects to be able to answer the accountants' queries in a telephone conversation with them, which will enable them to sign the accounts hopefully within the next week or so. Their queries relate to requests for supporting detail rather than any concerns regarding the figures themselves, and as such should be fairly easy for David to answer.

My suggestion would be that we don't set a date for the SGM until we know for sure that the accounts are signed. We should not expect to see David at the SGM.

I have received two requests for further information from members. These are a request for details on wages, reorganisation costs and the capital fund from Roger Perks, and a request for details on legacy funds from the ladies section.

These queries will be answered once I have had chance to spend more time with David, and in any event before the SGM.

House Wages 2006

As everyone will know, the item receiving most attention is the £21k variance on House Wages (2006 £85k versus 2005 £64k).

I will approach this in three sections:

- 1) The 70-hour rule;
- 2) The 2005 vs. 2006 variance;
- 3) The way forward.

1) The 70-hour Rule

First of all, I would like to reiterate my view of the position I believe council should take in relation to this point. The club has been through a period of intense and positive change over the last 5 to 10 years, and the fact that it has come out of this challenging phase in such a strong financial position is a testament to the hard work and in particular the integrity that David has displayed during his time in office. We should not underestimate the skill required to financially manage an organization through a period of such change and I therefore believe that if any individual can be identified as being central to this success, David stands out ahead of the field. David therefore deserves the support (and gratitude) of the club, and Council should continue to stand behind him and respond to any minority criticisms as a collective body.

Regarding David's role as accountant to the McNamaras, it is right that we should be mindful of potential criticism. However, we should remind ourselves that David was already acting as accountant to the McNamaras before they were recruited by the club. Indeed it was this relationship that enabled the club (specifically David) to persuade them to come to Hale. So, although this relationship created a potential conflict of interest for David, the club has in fact benefited from it. Nevertheless the position should now be changed, not least to protect the parties involved.

The “70-hour” issue as I understand it is that a policy was agreed by the management team some time ago to recharge the McNamaras for all hours worked by bar staff in excess of 70 hours per week.

My interpretation of subsequent events is that David and Alan Grant soon realized that 70 hours was far too low, and to recharge what would therefore be a significant sum would likely trigger the same course of events which caused the McNamaras to seek departure from Ringway. Implementation of the policy was therefore shelved pending a review of the recharge, and this review never took place. David attempted to persuade the McNamaras to increase their food prices by up to 30% to help pay for any recharge, but they declined to do this in fear of eroding the “value for money” for members.

In deciding to abandon the 70-hour rule, David and Alan were being mindful of the following:

- a) The McNamaras are an exceptional and valuable asset of the club, attracting strong demand for membership and enhancing the facilities and quality of service we enjoy at the club.
- b) They provide significant support to the club which falls outside the scope normally expected of golf club stewards.
- c) To lose them would surely be of detriment to the club.

To supplement this, I would note that bar takings have increased significantly since that time, as follows:

2000	£20k
2001	£27k
2002	£27k
2003	£44k
2004	£46k
2005	£46k
2006	£52k

One would expect takings to increase in the centenary year, but this has been sustained ever since and has now doubled since the McNamaras joined us.

My personal view is that the above narrative provides very good reasons for not implementing the 70-hour rule, although clearly the lines of communication with the wider management committee were not effective.

All this might explain what happened to the 70-hour rule but it does not explain the increase in house wages from 2005 to 2006.

2) The 2005 vs. 2006 variance

- a) It is clear that the club has begun to employ more full-time staff over the last year or so, and this has become necessary for the following reasons:
 - Increased use of the club house

There is no doubt that the clubhouse is being used much more than it ever has been. Members remind me of the days when the bar opened at 4.30pm on a Saturday, and members would lean on the bar at closing time at the risk of decapitation. Although this was some time ago, and therefore doesn't explain the 2006 increase, the bar figures do indicate the facility is being used more and more every year.

- Increased Health & Safety legislation and cleaning duties.

The Chairman of House has explained many times how new legislation is bringing an additional burden upon staff employed at the club. In the clubhouse these duties include, inter alia, "deep cleaning" the kitchen on a monthly basis (previously only semi-annually) and recording all these activities for inspection by the HSE. These tasks are now performed by house staff instead of external contractors. This means house wages will have increased against a background of a smaller saving in house maintenance costs.

Apart from the wages incurred in performing the tasks themselves, there are now much more onerous requirements for staff training. Anne has received training on the latest H&S requirements and she trains and supervises staff in applying them. All this takes time, and therefore incurs cost. The McNamaras were each given a £1.5k salary increase to acknowledge their wider responsibilities, and house staff spend more time meeting the new requirements.

- Additional admin duties

It has long been the case that the McNamaras support the club in ways which exceed the normal scope for golf club stewards. These include managing the bar cash flow, banking the takings, purchasing and collecting bar supplies etc.

In addition to this, the house staff perform tasks which were previously performed by others. For example, rather than using Peter Crawford to open the club house during the McNamaras' holidays/days off, Daric now does this, and Martina is now employed to clean the club house instead of using Molly Maids at their (exorbitant) rates.

- b) The current staff are paid at a higher hourly rate than previous staff, owing to the additional scope of duties. Rates now paid are around £7.50/hour compared to £5.00 paid to previous staff (a 50% increase). This new rate is considered to be the market rate, and we believe it is less than the rates paid at other local clubs. To further justify this, we should remind ourselves of the quality of previous bar staff and the pilfering and unreliability which the club had to manage.

I expect this was the single most significant contributor to the 2006 increase in house wages. If Daric and Martina are collectively working 350 hours per month (as they did last month), a £2.50 increase in their rate would explain a £12k increase in the annual cost (including Employer's NI).

It might not be a relevant yardstick, but I paid my last cleaner £7.50 per hour (cash in hand) and I suspect Daric or Martina would do a rather better job.

- c) The cost of house wages in 2005 was reduced in the accounts by £4k pending recharge to the McNamaras. In line with the adopted approach, this recharge did not take place so it

was written back into the accounts in 2006. This is therefore a one-off cost in 2006 and will not reoccur.

3) The way forward

We have discussed several initiatives to address the increase in house wages. The following is a summary and includes my personal views and recommendations.

a) Working hours

Anne has agreed to take a critical look at the hours being worked, and thinks she might be able to reduce them by 5 to 10 hours per week. If she achieves 10 hours per week this would represent an annual saving of £4k+. From now on, hours worked will continue to be managed by Anne but will be approved and monitored by the Chairman of House.

b) Club cover charge

If the club was to apply a £1 cover charge as a supplement on the bill for each person using the dining room, on the basis of 70 covers per week we would raise around £3.5k per annum.

The McNamaras are anxious about the impact this would have on the demand for their services, and they advise us against implementing such a measure. Given their level of experience and their close appreciation of price-sensitivity, I would be inclined to accept their advice. If they are correct, we could easily see a reduction in bar takings.

d) Room hire

£100 is arguably the highest amount we could reasonably charge for private functions using the dining room. This is unlikely to raise more than £1k per annum, and coupled with the potential impact on demand for the facility and the question around whether members should have to pay to use their own club, I would be inclined not to implement this idea.

Having said that, if Council wishes to proceed it would be a relatively simple administrative process to manage.

Conclusion

I hope the above is a useful summary of the position. I would conclude by saying that we live in a world of increasing expectations, and Hale Golf Club is no exception. As our expectations for higher standards continues, both in terms of the course environment and its playing surface and the high quality service in the club house, costs will inevitably rise. The level of subscription is not unusual for a club of our size and membership, yet we receive a service which to my knowledge is unique in the area.

I am happy to discuss any of the above with Council members on an individual basis if they so wish.

Paul Hilton

GREEN COMMITTEE REPORT TO COUNCIL 24/04/2007

STRI Report

We had our annual visit from STRI on Monday 16th April. Stuart Ormenroyd, who is now a director of STRI and senior agronomist, was extremely complimentary about the course generally and, in particular, about the work done on to the right of the sixth and on the 8th tee. He was also extremely supportive of the work on the 12th tee and will give further advice to ensure that we get the best playing surface possible.

Unfortunately, he was much less complimentary about the arrangements for wash down of the machinery and for the disposal of grass clippings. Fundamentally, we are in breach of environmental regulations and must act soon or risk hefty fines. His unofficial advice was to do something to show that we are at least trying to comply, otherwise, if we have an inspection, we will have no wriggle room at all.

Wash Down Area

Various options exist ranging in cost from £12,000 to £20,000+. The lower range option, although satisfactory now, may not be acceptable in the future.

Grass Clippings

All clippings need to be collected and composted.

Trainee Nick Baker

We have identified a 17 year old who we would like to employ as a trainee green keeper. This will give us a third set of hands over the summer and, if he is satisfactory, a reasonable ongoing option. His starting salary as per the CGCS would be £10,304 per annum.

Training for David Bligh

David has been enrolled on a Government-backed training scheme for experienced workers with no qualifications. This is provided by Reaseheath College FOC to us.

12th Tee

We have done further development work which I sanctioned due to a series of circumstances related to weather and availability of contractors.

Brian and Russell have produced a 12 page document showing how this tee will be developed with a detailed costing of a further £6,855.00 + VAT.

HOUSE COMMITTEE REPORT TO COUNCIL 24TH APRIL 2007

The dining chairs are now showing their age, and a number have broken seats and frames, and disintegrated padding. In particular the pink fabric is fraying and stains are unsightly. The green fabric appears to be more durable and stains are not as prominent. A review of prices for re-furbishing existing chairs and purchasing replacements has been done and the preferred solution is to purchase sufficient new pink fabric of a similar, but not identical match to the existing, and to use this to re-cover the 50 pink chairs and the few damaged green chairs on a phased basis, say over 12 months. The cost of purchasing the fabric and refurbishing the 50 pink chairs is about £2000. This is an exceptional item and not included in the repairs and renewals (R&R) budget.

The patio furniture has deteriorated and suffered damage over the years, probably aggravated by exposure to cold, sun and high winds. 10 chairs have been discarded as they were not in usable condition, but 16 were available as surplus to the original order. Three of the seven tables require replacement, and an additional two are desirable to increase the capacity of the patio. The new tables will require new parasols to replace damaged ones. The cost of 5 tables, parasols and stands is about £1000. This is an exceptional item and not included in the R&R budget.

A proposal has been obtained for an upgraded telephone system. This system would be installed as part of a transfer of the calls management system from BT to a specialist supplier. The new system would be installed at a cost of about £1600 and annual savings of £240 over the existing BT charges have been guaranteed. This is an exceptional item and not included in the R&R budget.

There is growing awareness of the vulnerability of golf clubs to criminal activity and vandalism, and we would like to explore options to increase our security. These options include automatic CTV monitoring and recording, engaging a security company as first response and key holders, gates, etc. Detailed proposals have not been developed and cost estimates are not available at this time. This is an exceptional item and not included in the R&R budget.

KEL/20th April 2007

APPENDIX 6

LADIES SECTION REPORT 24TH APRIL 2007

The Ladies Section is trialling a late tee time on Thursday evenings to enable the Business Ladies to participate in more competitions. The original dates have been altered and the trials will take place on May 10th and July 26th. It is anticipated the tee will be required from 5/5.30 but we will have numbers nearer the dates.

The Bell Cup is being played against Blackburn on Sunday 29th April at home. Tee-off times are from 10.0am with seven pairs competing.

There will be a Golf Fashion Show on Wednesday 9th May in the Clubhouse 7.00 for 7.30pm.

Cally Taylor
Lady Captain

HALE GOLF CLUB

Minutes* of Council Meeting of 25 June 2007

Ag (i): PRESENT

J. A. Acratopulo (Captain, in the Chair) and T. L. Hope (immediate past-Captain);
R. R. Cross (newly-elected Vice-President);
Mrs. C. Taylor (Lady Captain);
C. J. Davies, A. G. Dewhurst, J. R. Foster, P. E. Hilton, A. F. Kenney,
R. W. O'Brien and J. R. Savin.

Ag 1: APOLOGIES

Apologies had been received from:

R. Done, G. O. Harris, A. N. G. Hyde, W. W. Kennedy, C. J. Mawson,
J. N. Nichols, A. G. Pendleton and P. F. Veitch;
P. K. Hardern (President), Vice-President A. Bradley together with elected Council
members, B. Greenbank, J. D. Harrison, M. J. Kirchin, K. E. Lodge,
D. M. Smith, C. M. Wood and Mrs. P. Walsh (Lady Secretary)

Ag 2: MINUTES OF PREVIOUS MEETING

The Captain signed the circulated minutes of the meeting of 24th April 2007 as an accurate record.

Ag 3: MATTERS ARISING

The Captain and Hon Secretary updated Council on progress towards the Special General Meeting which had been called for 3rd July 2007. They reminded Council that it had not been possible at the AGM to approve the accounts for the year ending 31st December 2006 because technical questions asked by the Club's Accountants, Mssrs Hallidays, could not be answered in the absence of the Hon. Treasurer due to his serious illness.

Answers to these questions had now been forthcoming and the accountants' report on the accounts signed-off, although these processes had taken longer than expected. Notice of the SGM had been sent out on June 22nd within the time required by the Club rules.

The Captain also reminded Council that, at the AGM, members were invited to submit written questions about the draft accounts circulated then. Three letters had been received and the Assistant Treasurer had replied to them. The replies would inform the Assistant Treasurer's presentation of the accounts at the SGM and served to anticipate questions that might otherwise come from the floor. It was likely that Terry Hope would attend the SGM and, at the suggestion of the President, take the Chair for the substantive item of consideration and approval of the accounts.

*Amended 23 July 2007

Following discussion about the Club's insurance at its previous meeting (when it was agreed that the secretariat would seek advice about appropriate policies) the Secretary advised Council that enquiries were still ongoing. Therefore it had been necessary to continue pro tem with our present scheme and insurers with cover raised to deal with about £10K of new equipment. In reply to questions the Secretary informed Council that the policy included replacement of old by new and that all trophies and prizes (such as for the forthcoming Am-am in July) are covered as part of the Club's insured goods. Trophies are also covered when in transit to, from and on location in members' homes.

Other matters arising are dealt with under the agenda items.

Ag 4: HEALTH AND SAFETY

In his absence Ken Lodge's report for health and safety was received (Appendix 1). Alan Dewhurst drew Council's attention to the deliberately low key policy for the introduction, on July 1st, of the statutory ban on smoking in confined public places. Notices would be discreet and the outside arrangements for smokers minimal. It was noted that smoking would still be permitted on the terrace.

In reply to criticism about outside receptacles for cigarette butts, Alan Dewhurst indicated that they would be replaced by new ones as soon as something better became available.

The Captain reported on a satisfactory outcome of a recent visit by the Trafford Authority Protection Officer to the kitchen and her anticipated return to scrutinise the green compound and its facilities for storage and wash-down (see also the report below from the Chair of the Green Committee). In connection with this, it was hoped that Ken Lodge would present a draft Club environmental policy statement to the next meeting of Council.

Ag 5 CLUB ORGANISATIONAL STRUCTURE

The Hon Secretary reminded Council that at its last meeting there had been agreement that Ian Goulty, Janet Grant, Paul Hinton, John Savin and Peter Veitch should form a working group to take forward the matter of reviewing the Club's present organisational structure anticipating an outline report from the group by July at the latest. Thereafter, if Council endorsed the suggestions, the group would be asked to put together detailed plans and make proposals for any necessary amendments to the Club rules for approval first by Council and then, if appropriate, by the membership at a Special General Meeting.

The Hon Secretary reported that it had not been possible to carry through this plan of action because, at their request, he had met Msrs Goulty and Veitch when they advised him they would not be appropriate members of the group. They feel that they were no longer au fait with current Council conduct or committee procedures: they were also unsure that a review of existing organisational arrangements was the best way forward to deal with current Club difficulties. They favoured a problem solving approach using freedoms allowed under present Rules and regulations.

The recent meeting of the Management Committee had been informed of these developments and, following a suggestion from Mssrs Goulty and Veitch, it had asked the Hon Secretary to prepare a paper for Council on the key issues/questions that need to be addressed and possible ways forward.

This paper will be circulated for consideration at its next meeting and include

- (a) a fuller report of the above meeting,
- (b) a summary of the choices before Council and
- (c) some questions to help Council members rehearse their own individual positions on the matter.

Members expressed a range of views about the wisdom of a review or the benefits of a problem-centred approach: then it was agreed to return to this item at the next meeting.

Ag 6: MEMBERSHIP

Request for transfers/Letters of introduction

Tim Kearns, at present a non-playing member, had written to request a return to full playing membership as soon as Council sees fit. This was approved with immediate effect subject to appropriate pro rata adjustment to his subscription.

Letters of introduction had been received:

from Stewart Bowie on behalf of **Freda Hunt**, an all-round sports person whom he had known for many years. Audrey Taylor will act as seconder to Stuart's proposal.

from Robin Malthouse on behalf of Mr. **Stuart Lang**, a member of Hale Tennis Club for over 20 years, well-known to many Hale Golf Club members. He has been a regular visitor to the Club both to play golf and as an occasional guest at social functions. Previously a member at North Halton Golf Club (Ontario), he had a handicap of 17. Now, after knee surgery, he wishes to return to the game. He is a retired Business Manager of GE (USA). When the time comes, Roger will be pleased to nominate and Joe Boyd to act as seconder.

Both letters were referred to the Membership Committee for due process.

Council also considered a letter from Roger O'Brien taking up the matter, raised at a previous meeting, of Honorary Membership for local clergy. After research, Roger suggested that such membership might be offered to **Fr David Roberts** as a replacement of Father O'Dwyer, his predecessor, who is now very elderly and not at all active.

Council agreed that a letter should be sent inviting Fr Roberts to become an Honorary Member, that Rev Dwyer's membership should be allowed to continue and that Roger be asked to seek further clarification about the replacement of the late Rev Robinson at St Peter's Church, Hale.

Entries into the Book of Candidates

There were no entries.

Nominations

Council was asked to approve the nominations of the following prospective Members, each of whom had attracted a strong measure of support in the Book of Candidates:

Nigel Reeves	(proposed by Jonathan Grant, seconded by David Holt);
George Rowland	(Andrew Gething, Peter Atherton);
John Webb	(Paul Bramwell, Martin Bramwell);
Joe Kennedy	(John Kennedy, Robert Hough); and
Peter White	(Bill Sankey, Robert Spark).

Council approved these nominations en bloc.

Elections

Council was invited to elect the following prospective members who had been nominated at its last meeting:

Susie Buchan	(Bill Harvey, Gillian Brogdon);
Ron Kirk	(John Goodman, Irene Kirk);
Jonathan Murphy	(Lynette Lodge, Ian Goulty);
Ian Pinnington	(John Bramwell, Adam Hyde);
Tarik Rashid	(John Booth, Lubna Sands).

They were elected to membership en bloc.

Arising from Council's decision to regard Mrs **Victoria (Vicki) Buckmaster** (proposed Marianne Harding, seconded Marianne Aitken) as a country member until she moved from Anglesey nearer to Hale, Vicki had written to Council expressing her thanks for its understanding.

Junior membership

Following a letter from Andy Veitch, Council noted the election of Samuel Furness as a temporary junior member.

Ag 7: CORRESPONDENCE

The Captain introduced correspondence from Peter Veitch concerning the Club's Trustees. Letters of resignation from Trusteeship had been received from both John Nichols and Mike Reid.

Council reluctantly accepted their resignations and placed on record the gratitude of the Club for their work on its behalf. The Hon Secretary was also asked to write to them expressing Council's thanks. The Captain continued by drawing attention to Rule 2(a) dealing with the procedures for resignation and appointment of Trustees. He proposed, and the Secretary seconded, a composite motion that:

- (a) Council should replace them by the appointment of two Trustees returning their number to the maximum four permitted under Rule 2(a), and
- (b) on the recommendation of Peter Veitch and Ian Goulty, the continuing Trustees, Council should appoint Peter Hardern, the current President, and Andrew Pendleton, as the new Trustees.

Council approved the motion unanimously and asked the Secretary to take appropriate action(s).

The Secretary reported that the Club had received notification of a further application for planning approval in connection with the development of Rossmill Farm. After consultation with the President, the Assistant Secretary had made a suitable reply to the planning authority suggesting close oversight of future operations. This letter is on file.

Similarly a planning application had been received and considered for extensions to Fairways, Rossmill Lane. After consultation it had been decided not to submit an objection. Ms Howarth, one of the owner applicants, was seeking a meeting with the Hon Secretary and Chair of Green to discuss her request for access to deal with a septic tank (which actually stands on Club land) and outflow there from.

Advice received from Ian Goult indicated that any reference to the Club's deeds would be unhelpful leaving a neighbourly (and very watchful) approach as the only way forward seeking to ensure nil costs and no disruption. This view was endorsed by the Chair of Green who stressed that the tank was not in a very accessible position and that he was very anxious to be part of discussions.

Ringway Golf Club had written seeking tee times on the occasion it hosts the Cheshire County Seniors Championship on Wednesday/Thursday July 11/12th. The Hon Secretary asked permission to consult with the Seniors' and Lady officers about tee times that would fit in with their respective competitions and reply appropriately. He stressed that this courtesy was customary when Clubs in the same golfing union were hosting such events and noted that we had benefited from a reciprocal arrangement with Ringway G.C. last season. He asked that future requests 'to or from' Hale might be dealt with by the involved club secretaries. Council approved.

A letter of thanks had been received from Neal Hyde for Council's approval for a family function to be held in the Clubhouse on June 2nd. Like other recent letters, this complimented the Club and its staff for the quality of service and provision. Another letter was received, from Ashton-on-Mersey Golf Club, thanking Council for its courtesy on the occasion of the Ashton visit (as part of the exchange arrangements under which Hale will visit their course for a 27 hole competition on October 12th).

The recent visit of ANWGCS had been most successful. Council noted the Lady Captain's pleasure in receiving from the Association a generous donation to her charity. Conversations began about the possibility of a visit next year and the Secretary requested approval to begin negotiations for a suitable date. This was forthcoming. He suggested that this illustrated the need to begin early consultations about next year's Club calendar. Council approved this idea and considered three requests for use of facilities:

- from Andrew Richards to hold an 80th birthday on Friday, October 27th 2007;
- from Mrs Barbara Savin (on behalf of the Hon Secretary also) for a party on 21st December to celebrate significant ages, events and land-marks. Eighty guests would be expected, many of whom being members;
- from Brian Soper, a member, on behalf for the Rotary Club of Altrincham for a dinner for about 20 on Friday 19th October 2007.

Council approved these requests, the last being subject to the usual charges as well as a possible renegotiation of the date if, in the event, there proved to be a clash of demand.

Ag 8: **REPORTS**

Hon. Treasurer

The Assistant Hon. Treasurer, Paul Hilton deputised for the absent Treasurer. He tabled draft accounts for the five months to May showing that, to date, income exceeded expenditure.

He drew particular attention to year on year comparability of bar takings anticipating that margins and profits to the year end should be favourable. He then took Council through the item on staff wages and indicated that continuation at their present level would produce an end of year outcome in line with the budget figure of £74K. Whilst the accumulated expenditure on this item was running at about £1K higher this year (to 31.05.07) he informed Council that over the last two months wages had fallen by 5%. He also acknowledged that increased social activity towards the end of the year would renew pressure on house wages but remarked that it was comforting to see that on-going vigilance about staff wages was having effect.

After he had dealt with members' questions, the Captain thanked him for his hard work in setting up this reporting system and Council received his report.

House Committee

In the absence of Ken Lodge, his report on House Committee business (Appendix 2 to these minutes) was received. Note was taken of the efforts being made to reduce house wages.

Green Committee

The Chair, Al Kenney, gave a spoken report. He began by dealing with the newly appointed third greenkeeper whose attendance, work and performance were described as disappointing. Council was reassured that he was due to have a probationary review by the end of July when his continuation in post would depend entirely on significant and sustained improvement. The Chair of Green was already considering what steps would be necessary if he were not to continue. He indicated that it might be possible to find a person prepared to work flexible hours. This would in turn offer some relief to the first and second greenkeepers on whom the onerous burden of weekend overtime presently fell. Mindful that their morale might be put at risk by prolonging the present arrangements, Council encouraged Al Kenney to bring forward the probationary review but confidently left judgements about the matter to him.

He next reported on the wash-down facilities soon to be the subject of inspection by the Trafford Public Protection Services (see agendum 4 above). Existing arrangements were neither adequate nor lawful. He outlined the nature of what a satisfactory installation would involve. There would be two elements, namely:

- a concrete, bunded area serving as a machine stand/wash-down point; and
- a process to deal with the materials left as a result of the wash-down operations.

The latter requires:

- either storage before subsequent removal
- or interception and treatment before dispersal.

He emphasised that the same two elements formed different stages in any project to construct such a facility. Having obtained three quotations (which were placed on the table) to carry out both elements at a cost in excess of £12K, his Committee was keen to take up the offer of one of its members, David Smith, to use his professional skills to project manage the first element and sub-contract the second at a total cost of about £7.4K (the elements costing £4.8K and £2.12K respectively plus site preparation and machinery costs) and therefore a substantial saving. He also pointed out that it was possible that legislation would be passed in future making more stringent demands on the disposal of the wash-down products when the Club might be faced with further expenditure. However this would be a problem inherent in either of the strategies put forward.

Council approved the self-help solution and asked for a fairly detailed record of its deliberations in reaching a decision on what is unfashionable but necessary expenditure.

The Chair expressed his confidence that total spending on the Green Committee activities in 2007 would be within the total sum of the combined budgetary items. Savings were anticipated on wages and on repairs/ maintenance of machinery. The head green-keeper was keen to trade materials to maintain and improve the course against savings on new machinery whilst relying on the stock of existing machines and their present good condition. The developments on the eight tee had been the subject of long time committed funding and the investment in the twelfth tee was “coming in on budget”.

The Chair of Green then raised the matter of the Club Professional. He was frank in saying that, given he favoured a policy of continuing with the services of a PGA professional, then it was unlikely to make significant savings on the £14K retainer received by Alec Bickerdike. Asked what Alec’s intentions were, Al said that Alec wished to stay on at Hale until he reached 70 in about two year’s time. Discussion followed about the extent to which he satisfactorily met his responsibilities before it was agreed that the issue was complex and could not be rushed.

If the retainer for Alec Bickerdike continued until he reaches 70 years of age, subject to a restatement of his duties and monitoring of his satisfactory performance on them, then there would be time to carry out a thorough review of future possibilities and full consultation with members of the Club on the desirability/feasibility, or otherwise, of retaining another professional.

Council found this an attractive position but delayed a decision until its next meeting when several relevant matters would have been confirmed or clarified.

The Chair of Green reported that attention was being given to the possible introduction of a bell on the fourth/thirteenth fairway to indicate that it was safe to drive off.

It was agreed that Green Committee would examine means of attracting additional visiting players to the course (hence increasing revenue including by way of possible Sunday packages) and report to a future meeting of Council.

On the matter of the Kahla Cup, he reminded Council that the competition had not been played in 2006 because of limited support. Fearing the same outcome this year, consideration would be given to other competitions which would bring together different generations and genders of golfer, talented younger ones and the not so young, without the need for the father and son relationship found in the Kahla Cup. This was welcomed.

Ladies Committee

The Lady Captain, Mrs. Cally Taylor, thanked Council and its gentlemen for the recent changed arrangements for TNC which had allowed ladies' events to be held successfully.

The Victory Cup had also been the victim of lack of support. This had been postponed but the lady Secretary had it in mind to revamp the event to make it recruitment of participant more likely.

Ag 9: SUGGESTION BOOK

There were two "suggestions" in the Book both referring to course developments, actual or rumoured. The first read:

"Whilst we welcome the recent alterations and improvements to the course, have we now not reached the point when members are informed and consulted about the overall objective and cost thereof?"

This had been signed by seven members, all gentlemen.

The second was:

"It seems there are some issues about possible changes to the course. A number of ladies have expressed their concerns about:

(a) The intention to take the oak tree out which slightly overhangs the sixth fairway where a simple pruning would suffice;

(b) [the possibility of removing} the grass humps on the third fairway."

This suggestion had been signed by eight members of the ladies section.

A lengthy discussion took place which dealt with both entries very much as a single 'item' since they referred to several aspects of the same current developments. There were several expressions of concern that members of Council and its Committees (who therefore had opportunity to contribute to decisions made) had chosen to attach their signatures to an entry.

The Chair of the Green Committee reminded the meeting that the intention to trial proposed modifications to the ninth and twelfth tees had been brought from the Committee to Council for approval. Notices were then posted about trialling the changes before asking members for their feedback and comment. The response had been overwhelmingly positive in the case of the twelfth and negative for the ninth. Later, after Council examined the costings and approval was forthcoming to proceed with the modification and make it permanent, support had grown even stronger as work began on the construction of the twelfth tee. He reminded Council that,

following a similar procedure, the proposed modification to the ninth tee had been dropped because it had **not** gained the hoped for support and approval.

He regretted that none of the signatories below the first “suggestion” had seen fit to approach him to discuss the matter. Others who had been in support had felt able to do so and offer constructive comment which had been taken into account. Turning to the second entry, he expressed concern that, in addition to the comment above about the signing of the entry by Green Committee members, the fact that they had been party to discussions in committee should have given them the knowledge that that no such decisions been taken to carry out the matters mentioned in the Book.

It was the case that the measures indicated were two of the many possibilities so far considered to make the modified twelfth playable for most male members. Also, it was appropriate that constant attention was given to finding cost effective mowing and maintenance practices. Point (b) involved making the men’s sixth back tee playable at the same time as drawing the line of the drive away from the fifth fairway and back to the sixth itself, a requirement on grounds of health and safety. However no decision had been reached about the action indicated in the entry.

Council formed three broadly consensual views. The first was that it had every confidence in the work of the Green Committee under the Chairmanship of Alisdair Kenney. Next, Council confirmed that the course developments had passed through proper channels of discussion and due processes of approval. The Committee was the place where the responsibility for generating ideas about course maintenance and development resided and the proper place to formulate recommendations for Council to approve them - if it chose so to do. It had.

The third point was that the entries in the Book were probably symptomatic of a feeling around the Club that there were many changes and developments in the air. Members found it difficult to know what had been decided and which were only at early stages of consideration. To reduce uncertainties, it would be prudent to make a public response to the “suggestions” in the Book.

On behalf of the Green Committee, Jonathan Foster was asked to construct an appropriate notice for the board. In the meantime, the Secretary was asked to note this intention in the Book itself.

Ag 10: ANY OTHER BUSINESS

There being no further business, the Captain closed the meeting at 22.10 and invited members to join him in a well-earned drink.

Signed:

John Acratopulo
(Captain, Hale Golf Club, 2007-8)

Date: 23 July 2007

APPENDIX 1

HEALTH AND SAFETY REPORT

1 Clubhouse

- 7.4. A Food Safety Inspection of the Kitchen was carried out by the Trafford Authorities, and the result was recorded as “Satisfactory”. The inspection was mainly concerned with the Management System, particularly looking at evidence that the necessary staff training and food safety practices were being done. Although the inspector will only provide feedback to the Stewards whom they hold responsible, she did confirm to me that the inspection produced no recommendations for improvement and we should have no cause for concern. Credit is due to Ann who has worked hard to achieve this result.
- 7.5. A handrail has been installed at the entrance to the Clubhouse to ease entry.
- 7.6. Pots filled with sand have been placed on the patio to safely collect cigarette butts.
- 7.7. The Smoking Ban will take effect on 1st July, and the necessary signs have been procured for placement before that date.

8. Course

- 8.1. The Trafford Health and Safety Authority has requested a date to carry out an inspection of the Course and Maintenance Operations.

9. General

- 9.1. The Proposed Environmental Policy was provided at the last Council Meeting. Council is asked to consider this policy, and if it is supported, to approve it.

KEL/21st June 2007

APPENDIX 2

HOUSE COMMITTEE REPORT

Fabric to re-cover all the pink dining chairs has been purchased, and the chairs will re-upholstered on a phased basis over the coming year as the budget permits.

Replacement patio tables and parasols have been ordered.

In co-operation with the Stewards, manning of the bar has been reduced to minimum levels consistent with sustaining training and health and safety standards. In doing this Ann and Mac are willing to provide more personal help in unforeseen circumstances and where rostering bar staff is un-economical, eg for Council Meetings. This will result in some reduction in service levels such as providing hot food when the Stewards are absent, and some delays at busy times. There is likely to be some disruption to work patterns for bar staff who may find difficulty in meeting the inconvenient rostering, for example only working a few hours in a day, and only working during peak bar time. These issues will be dealt with as they arise, and adjustments made.

A new arrangement has been set up whereby the Assistant Hon Treasurer is provided with the monthly actual hours worked by bar staff, and this is copied to the Chairman of House for review. Payment is processed via the Pay Bureau as before.

A detailed analysis of the use of the Clubhouse, the Bar and the provision of Catering Service, together with associated costs and revenue has been prepared, and this will be presented to the September Council Meeting. Using this analysis it will be possible to assist the evaluation of alternative proposals for improvement of the business.

KEL/21st June 2007

HALE GOLF CLUB

Minutes of Council Meeting of 23 July 2007

Ag (i): PRESENT

J. A. Acratopulo (Captain) in the Chair;
P. K. Hardern (President), A. Bradley (vice-president) and R. R. Cross;
Mrs. C. Taylor (Lady Captain) and Mrs. P. Walsh (Lady Secretary);
C. J. Davies, A. G. Dewhurst, J. R. Foster, B. Greenbank, P. E. Hilton, K. E. Lodge,
R. W. O'Brien, J. R. Savin, D. M. Smith and C. M. Wood.

Ag 1: APOLOGIES

Apologies had been received from:
R. Done, G. O. Harris, A. N. G. Hyde, W. W. Kennedy, C. J. Mawson, J. N. Nichols, A. G. Pendleton and P. F. Veitch;
J. D. Harrison, T. L. Hope (immediate past-captain), A. F. Kenney and M. J. Kirchin.

Ag 2: MINUTES OF PREVIOUS MEETING

The Captain signed the circulated minutes of the meeting of 25 June 2007 as an accurate record.

Ag 3: MATTERS ARISING

Council congratulated and thanked Jonathan Foster for his detailed response, on behalf of Council and the Green Committee, to the matters raised by entries in the Suggestion Book that were discussed at the last meeting (Ag 9).

All other matters arising were dealt with under the agenda items which follow.

Ag 4: CLUB ORGANISATIONAL STRUCTURE

A report from the Secretary, circulated in connection with this item (Appendix 1), was introduced in turn by the Captain, the Hon. Secretary and the Assistant Secretary.

A long and detailed discussion ensued. The main points on which a consensus was reached were:

- A problem-solving approach was preferable to a 'big-bang' change of organisational structure.
- Problems should be addressed and solutions proposed by each Club operating division (Green, House, Treasury, Secretariat).
- The optimal solutions to problems should be sought without considering the need for changes to the Club Rules, rather than allowing solutions to be constrained by the existing Rules and Regulations.

- Notwithstanding the preceding point, the Rules have served the Club very well over the years: for example, some of the changes recommended in the Veitch Report were made within the Club Rules.
- The concept of electing Chairmen of the Club did not attract wide support, not least because the recruitment of appropriate Chairmen to serve for three years was likely to prove difficult.
- The Captain should continue to chair both Council and Management Committees.
- The role of the President was to provide continuity and wise counsel and to act as a sounding board for the Captain and Lady Captain but not to be involved in the day-to-day administration of the Club (or to serve on Management or Membership Committees).
- Management continuity would be improved if captains were to be elected 12 months in advance and serve as captains-elect (the President stated that this recommendation would be discussed at the next meeting of past-captains).
- Management continuity would be further improved if the terms of office of lady captains were to be aligned with those of the men, and this was being considered by the Ladies Section.
- Council should delegate functions and responsibility to the officers and their respective divisions, and to Management Committee, with appropriate terms of reference, authority, budgets and oversight.
- A probable consequence of this delegation was that adequate indemnification of officers would need to follow, replacing the current limited collective/corporate responsibility of Council.
- Council should meet only four times each year to receive reports from the divisions and review the effectiveness of their policies..
- The concept of the 'member in Council' was important and, despite the efficiency advantages of a smaller membership, the number of members of Council should remain as at present.
- There was nothing to preclude the co-option of non-members of Council to its committees, as happens currently (e.g. Chairmen of Membership and Am-Am Committees), though custom and practice has been limited in certain divisions.
- There has been a problem with the recruitment of ladies to Council because of the absence of clear roles on Green and House Committees and because of the current voting system: this could be addressed through co-option, allocation of roles in the Secretariat and Treasury and changes to the voting system.
- The chairmen of Green and House Committees should be elected (as Officers) to their positions, rather than being selected from amongst the generally elected Council members.
- The chairmen of Green and House Committees should have authority to decide how best to proceed on matters within their area of delegated responsibility and to select who they wished to assist them.
- The Treasury function was too large for the Assistant Treasurer (acting Treasurer) to handle with only ad hoc assistance from Roger da Forno and further support was urgently needed, perhaps through the formation of a Finance Committee.
- The Secretarial function has grown too large for it to be undertaken by one person (it might, for example, be split into membership, diary and governance

duties -the Assistant Secretary stated that he would bring a paper to the next meeting of Council).

- Membership Committee should have delegated authority to process membership applications, bringing them to Council only for final approval.
- The Secretariat should have delegated authority to arrange the Diary (including external bookings) within agreed terms of reference, reporting to the quarterly Council meetings.

Ag 5: HEALTH AND SAFETY

Ken Lodge presented his health and safety report (Appendix 2) and the previously circulated environmental statement (Appendix 2 to the minutes of the 24 April meeting of Council). Ken Lodge accepted that the environmental statement was couched in general terms but was clear that the Club needed a written environmental policy. The Captain duly signed the environmental statement.

Ag 6: MEMBERSHIP

Letters of Introduction

Two letters had been received. The first was from the Assistant Secretary, Christopher Wood, on behalf of his wife, Josephine, seeking non-playing membership. It was agreed that, as soon as a proposer and a seconder had been identified, the request be brought back for nomination.

The second was from the Chair of Green, Al Kenney, on behalf of his neighbour Richard Simons, whom he has known for 15 years and brought to TNC on several recent occasions. As a result Richard, who is from a golfing family (for example, his mother is a recent captain of Congleton GC) is very keen to join Hale. He played as a junior. Now his 13 year old son has started playing at Hale (and looks most promising) which has confirmed Richard's interest in returning to the game. He is a barrister in the same chambers as Joe Boyd, and his wife Samantha is a barrister in the same chambers as Jonathan Foster. He is therefore known to Club members. Council agreed that he should be introduced into the membership process with Al Kenney being active as his "sponsor" for the time being until a suitable proposer and seconder have been identified.

Entry into the Book of Candidates

On the recommendation of the Membership Committee, which had met on 16 July, Council agreed that the name of Stuart Lang (proposed by Robin Malthouse and seconded by Joe Boyd) should be put in the Book. Stuart had already met the usual requirements of lunching with the Captain, attending TNC and playing golf.

Elections

Council was invited to elect the following prospective members who were nominated at its last meeting:

Nigel Reeves (proposer Jonathan Grant, seconder David Holt)

George Rowland (Andrew Gething, Peter Atherton);
John Webb (Paul Bramwell, Martin Bramwell);
Joe Kennedy (John Kennedy, Robert Hough); and
Peter White (Bill Sankey, Robert Spark).

These members were elected en bloc.

The Secretary summarised the entry to date of new members in 2007. There were about 10 more prospective candidates in the early stages the entry procedures and proposers and seconders would be asked to maintain the momentum of their progress in time for late 2007 or early 2008 entry. The Chair of Green had been requested to organise another golf and lunch event to hasten their process. Council members were asked to take appropriate action to support the entry procedures as well as discreetly encouraging members to introduce other potential candidates.

Ag 7: CORRESPONDENCE

The Secretary first reported that the necessary steps to replace John Nichols and Mike Reid as trustees were underway (see minute of Ag 7 for meeting of 25 June 2007). Ian Goultly had asked Mark Heywood to carry out the necessary actions and he had agreed to do so, costs being limited to legal disbursements. Council agreed that the Secretary should organise a suitable gift of wine to acknowledge its appreciation.

The Secretary then reported on letters requesting use of the Club's facilities. Peter Veitch, on behalf of the Optics Golf Society, asked for Council's approval for two events:

- a committee dinner on 19 December 2007 at 1930 for about 15 members (including 3 or 4 Hale members) and
- a dinner for about 50 Optics members and their guests on 25 January 2008 (which will include Hale members and their guests).

The other letter, from Chris Gaskell, sought approval for the Executive Committee of Neffyn and District Golf Club to have its annual outing at Hale on 26 October 2007.

All three requests were approved subject to the usual charges.

Ag 8: REPORTS

The following reports were presented.

Hon. Treasurer

The Assistant Treasurer tabled a financial report (see Appendix 3) and spoke to it, drawing Council's attention to the following matters:

- Activity on membership was maintaining subscription income. A discussion led to the recommendation that subscriptions should be subject to pro rata reduction after the beginning of the Council year (the current policy being to reduce subscriptions only after August)

- Bar income to 7 June 2007 was a little below expectations. This item would remain under constant review, along with profit margins.
- House staff wages remained close to budget, maintaining the intended improvement. This gave grounds for optimism that, as a result of vigilance, the out-turn for the year should be the budgeted figure of £74K.

Because of its relevance to financial matters, the Secretary read to Council the following letter from the Chairman of the Am-Am organising Committee, Peter Smith (on behalf of Adam Hyde, Chris Gaskell and Bill Dixon):

“Monday 23rd July 2007

Dear Hon. Secretary

As Chairman of the 2007 HGC Am-Am Committee, I write to request that Council give careful consideration to how funds raised by this event are to be utilised.

It is the opinion of my committee that if future events were able to advertise that the monies raised were to be put to a specific purpose then the members that so generously support them would be happier to maintain their support. It is obvious from looking at the records of previous functions that it is the same core number of members that continually provide their support and, having approached many of them, it is their general view that they would prefer to see something specific for their efforts. Whether it would be possible to identify a need prior to an event or indeed whether the participating members were able to contribute suggestions towards such a need should also be given consideration.

Yours sincerely, etc.”

A lengthy discussion took place which extended beyond golfing events of a fund raising nature (like the Am-Am) to the use of money left by way of legacies. Differences were recognized as well as some similarities. The uses of both needed to be readily identifiable. The understandable concerns of the Treasury were to find sources of budgeted funding for critical and unavoidable items or for prioritized developments.

The Assistant Treasurer was asked to consult with the Chair of the Am-Am Committee and with those who represented the interests of members and past-members who had made bequests. In the case of the Am-Am, it was noted that anticipated income had been taken into account in the current budget. However, two possibilities for using monies raised were suggested. They were:

1. for already budgeted tee developments (thus releasing the funds currently allocated to be spent on less ‘visible’ and identifiable critical expenditure)
2. for information and communications technology purposes.

It was agreed that members of Council should forward appropriate suggestions to the Secretariat prior to the next meeting of Council.

Green Committee

In the absence of the Chair, Al Kenney, the report was given by Jonathan Foster. The construction of the wash-down area was proceeding well, thanks to the Dave Smith's help with contractors. This was an exceptional item and would be brought in under budget. More generally, Green Committee was operating within its approved budget. A comprehensive report was to be presented to the next meeting of Council. This would include discussion of the professional's position.

House Committee

Ken Lodge presented his report (Appendix 4). He emphasised the need to plan for the refurbishment and extension of the Clubhouse and the replacement of heavily used items such as the sewage disposal system and carpets. He presented a note showing when expenditure on various items might be needed and stated that he would return to this issue at the September meeting of Council.

Ken Lodge then presented a note showing proposed Club, Bar and full catering hours. On the one hand, it was necessary to regulate these if the cuts in House wage expenditure were to be effective. On the other hand, some members were likely to be unhappy that services to which they had grown accustomed might no longer be available. Members of Council were requested to let Ken Lodge know their views on the matter prior to the September meeting of Council.

Finally, Ken Lodge presented a note showing a summary of HGC 2006 catering activities as a prelude to proposing ways of increasing revenue to the Club. Members of Council were requested to let Ken Lodge have any comments on this note prior to the September meeting of Council.

Ladies Committee

The Lady Captain, Mrs. Cally Taylor, indicated that there was nothing to report.

Ag 9: SUGGESTION BOOK

There were no suggestions.

Ag 10: ANY OTHER BUSINESS

The Captain, John Acratopulo, reminded Council that this was the last the meeting that Peter Hardern would attend as Club President. He thanked Peter Hardern for his tireless work on the Club's behalf over the past two years and for his help to the Captains during that period. He made particular mention of the guidance and support that he had received personally on the many occasions when he had sought them over the last few months. He asked Council to express its appreciation to Peter Hardern for his service to the Club. This was unanimously given.

Responding, the President addressed Council (Appendix 5). He proposed that Alan Bradley be elected as the next President. The Captain seconded this proposal and Alan Bradley was elected unanimously. At the conclusion of his address he invited members to join him in a drink. Council applauded him again.

Council was reminded that the next meeting would take place on Monday 10 September at 20.15.

There being no further business, the Captain closed the meeting at 22.16.

Signed:

John Acratopulo
(Captain, Hale Golf Club, 2007-8)

Date: 10 September 2007.

CLUB ORGANISATIONAL STRUCTURE

Management Committee discussed the Secretary's report at its meeting on 16 July 2007. In the Secretary's absence it asked the Assistant Secretary to edit the report to make it easier to refer to and to summarise Management Committee's preliminary conclusions. To facilitate discussion this introduction to the edited report also attempts to list the problems which appear to the Assistant Secretary to need to be addressed by the Club and to offer an alternative interpretation of the situation regarding co-option.

Management Committee's preliminary conclusions

1. It is unreasonable to expect captains to act as both a figure head and as chairman of Council and Management Committee.
2. A Chairman of the Club should be elected to chair Management Committee.
3. Management Committee should have delegated responsibility for the implementation of Council policy.
4. Council should approve five year and one year financial budgets and receive quarterly financial reports.
5. Membership Committee should have delegated responsibility for the processing of membership applications, subject to Council taking the final decision.
6. Council should delegate the approval of events to the Secretary, in consultation where necessary with the chairmen of House and Green Committees.

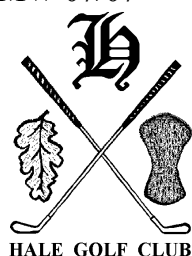
Problems to be addressed

1. Financial administration
2. Continuity of policy implementation
3. Efficiency of implementation of policy
4. Burden of regulation
5. Recruitment of captains
6. Recruitment of other officers

Co-option (see Page 4 of the Secretary's report)

Rule 6 and Regulation 1 allow the Council to appoint specified committees and 'such other committees as it may consider desirable'. Nowhere does it appear to be specified that these committees should be populated only by members of Council. In other words, an alternative interpretation of the Rules and Regulations suggests that there is nothing to preclude the co-option of non-members of Council to its committees.

CMW 07/07



HALE GOLF CLUB

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CHANGES TO THE ORGANISATIONAL STRUCTURES OF HALE GOLF CLUB: A REPORT FROM THE HONORARY SECRETARY TO THE JULY MEETING OF COUNCIL

The following notes formed the basis of the Secretary's spoken report to the June meeting. They include a summary of progress to date on organisational changes and a document to encourage individual Council members to rehearse their own views on the structures in readiness for discussions in the next meeting in July.

First, members of Council will recall that, at April meeting, the **Hon Secretary was asked to convene a meeting of Janet Grant, Paul Hilton, Peter Veitch and Ian Goulty to make progress on the review.** He first approached **Peter and Ian.** They asked for a meeting involving just themselves with the Hon Secretary when both **expressed a reluctance to join such a group,** on the grounds that:

- they were not the right persons to belong to such a group, **because they were not sufficiently in touch the present ethos and conduct of Council or its committees;**
- for similar reasons, it was suggested that some of the **other members of the group were not the right ones to carry out a review either,** because they also lacked sufficient experience of the Club and Council's modus operandi.

Furthermore:

- they were **not convinced that a review of the management of the Club and its organisational structures was the best way to overcome present "problems";**
- if indeed changes were made to Rules and Regulations, **there could be no guarantee that the new structures would work any better than the ones they replaced.** Furthermore, the structures would only be as good as the members who occupied them.

Instead it was suggested that **Council should itself identify what problems the Club faced, and how, one by one, these might be addressed.** It was suggested that the key problems to be addressed first were budgetary controls and wages costs (and would remain so until a financial committee reporting to Council was in place). Once that change was achieved analysis of other problems would be clarified.

Advantages of a Council initiated "problem-solving" approach were:

- it would be **more likely to avoid a rejection of its outcomes** (which seems to have

been the fate of much of the Veitch report):

- there was a **possibility of carrying it out within the current Rules and Regulations** (or with only minimal changes to them):

The view was expressed that, if Council decided to proceed with a review, this should be undertaken only after steps were taken by Council itself to see if there was consensus amongst its members. Thereafter any reviewing group should be made up of present members of Council and involve key officers including the new President (bringing added advantage of links back to the Veitch committee).

At the meeting with Ian and Peter, the Hon Secretary offered alternatives to their analyses and examples of where he thought restructuring was likely to produce a more coherent arrangement than a piece-meal attention to existing problems. It was suggested **the Secretary should put together a paper based on his remarks, designed to stimulate debate in Council** and preparatory to adopting one of the strategies outlined above.

This suggestion was then referred to the June Management Committee and accepted. Ian and Peter also put forward the suggestion that **a document might be constructed to help individual members of Council establish their own positions on problems, concerns and ways forward** (in particular about their own roles and contributions to the work of Council and its committees) **as a preliminary to discussion in Council when all Members would be invited to make comments and suggestions to inform further developments.**

The Secretary regrets that such documents could not be circulated in time for the June meeting when Council requested that it should reach members in time for them to consider it before the July meeting.

RESPONDING TO THE SUGGESTIONS PUT FORWARD ABOVE

If momentum is to be retrieved, at this or its next meeting, Council needs to:

- **decide what are the intended outcomes from any organisational modifications both in purpose and in form, then**

- **consider whether it should:**

a. either affirm that a major review with consequent changes to Rules is the best way forward

b. or adopt a pragmatic “problem-centred” approach making modifications to the organisational structure of the Club if required whilst minimising changes to Rules and seeking to use Council’s authorities within the existing Rules and Regulations.

Council will also have to re-consider what kind of group should carry the work forward and put together the necessary documentation.

Freedoms do exist within the present Rules to make some changes to practices and structures. The present basis of the management of the Club lies in the notion of the ‘member in Council’: that is an elected body of representative members meeting to manage and direct the

affairs of the Club (see Rule 2).

However Rule 6 allows Council to make Regulations which include a delegation of its authority to sub-committees. The Regulations are determined by Council in order to help it discharge its responsibility for directing the affairs of the Club.

For information, in my view, this advantage does not extend to co-option. There is a generally held view that freedom exists to co-opt to Council or Committees. In my view, this is not borne out by the Rules (even if there have been occasions when this has happened) and there is no regulatory arrangement to do so. However, Rule 10 permits Council to fill any vacancy left by a failure to elect or by resignation. A new Regulation may be the way of securing co-options as and where necessary.

Of course, there remains the possibility of not altering the Rules. If that were the decision then Council will have decided that **the present constitution and conduct of Council continue to make it an appropriate forum through which the Club's affairs are managed and directed and that there is confidence that recruitment to Council and to the Club's offices will be maintained.**

So far the assumption has been that some review and modifications of organisational structures are necessary to overcome present problems and, indeed, that some of the problems arise because of the present constitution and conduct of Council and its relationship to committees.

Council's earlier decision to refer to and, if appropriate, draw on the Veitch report assumed, like page 4 of that report itself, that changes to structures were necessary. The report went on to recommend that 'a structured management organisation' should be set up 'able to respond quickly and effectively whilst yet working to an established plan'. It proposed:

- (a) an executive (management) team that should meet regularly on a monthly basis;**
- (b) key roles for sub-committees;**
- (c) greater use of co-option directly onto sub-committees to bring a wider spread of skills and knowledge to decision making and management as well as person power.**

Separately stated were the following proposals:

- (d) ladies should be integrated as full members of the Club;**
- (e) a five year plan should be established as the basis for annual budgets and operating plans;**
- (f) sub-committees would be required to report to Council to seek approval for decisions which were over and above budget or outside operating plans.**

In the report concern was expressed about the onerous weight of responsibility placed on the Captain. He was both first executive and the "face" of the Club, externally its representative and internally its "figure head" in/at all golfing and social events in the Club calendar. Therefore the report recommended that:

(g) the role of chief executive should be assumed by a Club Chairman who would work to provide continuity and long-termism in decision-making (taking office for three years);

(h) the Captain's role should be as the Club's external representative and its internal "figure head".

A similar intention lay behind the recruitment of members directly to sub-committees (recommendation (c), thus avoiding the requirement of election of a Club member to Council before (s)he can serve on a main sub-committee viz House or Green).

The report was influential in leading some Captains, who came after it, to recognise the significance of these two sub-committees and the importance of the Chairs of House and of Green Committee by their intention to make them officers of the Club elected by members at AGMs for three year periods of office. This intention was deferred and made part of last year's Council decision to begin a review of all organisational structures and roles and responsibilities. It was felt that the roles of Chairs needed to be examined against the changing demands of Legislation and Regulation. The central issues involve (legal) responsibility and accountability, which have hitherto been regarded as corporate matters residing in Council. Citation recommended that we consider the transfers of such responsibility to the Secretary, Chairs or other "division heads" as suggested in the health and safety policy. Insurance and indemnification at appropriate levels should transfer too.

The Veitch report also recommended incorporation of the Club and the redesignation of Council as the Board of Directors. Advice has been taken on this matter. For some Clubs there are financial advantages but these would not apply in the case of Hale. However the relationship between the Board and an executive group offers a useful metaphor for reconceptualising the management of the Club

Events have moved on and ladies now enjoy full membership. Their present position reflects this but the prospect of legislation on equality of rights (in terms of the playing of competitions and access to the course) is a new consideration. The status of the Ladies Section may need addressing in the near future when the issue is clearer and definitive advice from EGU, ELGA and the NGCAA becomes available.

Other Veitch report recommendations have also been implemented in the intervening years. The recommendation to form an executive team has been translated into the Management Committee. This meets between Council meetings to consider work in progress and anticipate matters that lie ahead. Green Committee has adopted a long-term approach to planning the purchase of machinery and related expenditure on course management. Some suggest that it is one of the reasons that the course is now of such high quality.

Now, Council may be content to restate that the Veitch report is (at least) partially relevant to present circumstances and ask any working group to bear it in mind as they move matters forward.

SOME KEY QUESTIONS FOR CONSIDERATION BY INDIVIDUAL COUNCIL MEMBERS

In reaching a decision it may be helpful for members to rehearse their own positions on the above matters by reflecting on the questions which follow.

1. Which of the following statements do you think best describes the role of Council AS IT IS PRESENTLY CONSTITUTED AND BUSINESS IS CONDUCTED?

At present Council:

a. retains the responsibility to make policy and manage the affairs of the Club; makes policy and then delegates responsibilities to appropriate officers/ sub-committees (via appropriate Rules and/or Regulations) to execute that policy;

b. delegates to appropriate officers/ committees the responsibility to formulate and recommend policy, then receives it and (if thought fit) approves it and delegates responsibility to carry to the officer/ committee to implement the agreed policy;

c. delegates to appropriate officers/sub-committees the responsibility to make policy and implement it, subject to regular periodic reports for sanction by Council and possible guidance about future action.

2. You are asked to rehearse your position on each of the following statements:

a. the present organisational structure of the Club places an unreasonable burden on an incoming Captain, requiring him to act both as the Club's chief executive and "figure head"/chief representative of the Club;

b. the annual election of a Club Captain as chief executive makes it harder to create long term policy frameworks and continuity of policy and implementation;

c. the existence of a Club Captain elected annually to represent the Club externally and maintain a high profile in its internal golfing and social calendar and a Club Chairman with responsibility to chair an executive group and its financial committee and act as chief executive would reduce the problems associated with

- the burdensome nature of the Captaincy**
- short-term planning**
- the recruitment of Captains**
- the loss to Club management of past Captains of the Club.**

3. If you favour the notion of a Club Chairman, how do you think he should be appointed/selected/elected? And for how long? Three years? Or two? Or....?

The following questions explore views about general Council membership.

4. It is asserted that it is difficult to "recruit" members to stand for election to Council. Do you agree with this statement?

5. Do you feel that Council, as presently constituted, is an effective forum for discussion of the affairs of the Club? If not, why is this?

6. Do you feel that the size/composition of Council limits participation and discussion?

7. Do you share the views of the Veitch report that a smaller Council is needed to make it more effective? Whether or not you agree with the views expressed in the Veitch report, what size and composition do you think Council should have?

8. Clearly, members attend Council with different roles whilst serving the Club in different capacities. Whatever your capacity, do you feel that you make a significant contribution to the business and conduct of Council meetings? Or do you think that your attendance is not needed on Council or your role is not relevant?

9. Are you confident that, if your period of membership were to end and you were charged with finding a replacement, you would be able to find a successor?

10. What might be done to make your role more amenable and attractive to members of the Club? (Or, when asked above, did you think that your role is not needed on Council?) As an exercise, ask yourself the same question on behalf of the Secretary, the Treasurer and the Chair of Green or House.

11. Election to Council membership is the means of becoming a member of the House or Green Committees. This is a kind of top-down seeding into committee membership and the taking on of particular responsibilities which is not ‘visible’ to voters in the election process. What are your thoughts about this procedure? For instance do you think that Officers and Committee Chairs should be free to identify and recruit directly to their own committees?

12. If this were made policy then one of the main reasons for the membership of nine elected full Council members would cease. Should the concept of the ‘member in Council’ be extended by giving each of these elected members a wider portfolio to represent the interests of a constituency of membership by quizzing executive officers on plans and intentions and communicating with members to keep them informed? If so, how many should there be? If not, what might be the basis of the membership of Council of those who are not officers?

Unless you specifically want to communicate your views to me, there is no need to do so. But it would be very valuable if you use the above to rehearse your position on the matter of structural change. On the other hand any **contributions (in writing or by e-mail) will be most welcome.**

JRS 07/07

APPENDIX 2

HEALTH AND SAFETY REPORT TO COUNCIL

1. Clubhouse
 - 9.2. The Smoking Ban took effect on 1st July without incident.
 - 9.3. A Fire Risk Assessment has been carried out for the Clubhouse by members of the House Committee.
10. Course

- 10.1. The Trafford Health and Safety Authority has requested a date to carry out an inspection of the Course and Maintenance Operations. This will be implemented after the holiday season.
- 10.2. Work has started on installation of facilities for the treatment of water used for washing course machinery.

KEL/20th July 2007

APPENDIX 3

TREASURER'S REPORT

The Assistant Treasurer's draft income and expenditure report for the six months to June 2007 is available as a separate Excel spreadsheet sent as an accompanying attachment.

APPENDIX 4

HOUSE COMMITTEE REPORT TO COUNCIL

1. An order has been placed to re-upholster the first batch of pink dining chairs. For a short period stacking chairs will be used for dining.
2. Replacement patio parasols have been delivered.
3. The reduced number of hours being worked by bar staff has resulted in a number of concerns being raised by members and stewards. These are:
 - 3.1 Coffee not available for early golfers
 - 3.2 Service delays, especially on Tuesdays.
 - 3.3 Extra staff brought in at stewards' expense not utilised due to cancellation of events (Mixed roll-up and Ladies' match)These issues are being closely monitored, and all members of Council are asked to feed back any concerns to the House Committee.
4. New employment contracts are being issued to staff which incorporate current regulatory requirements. Associated with these contracts, more formality will be required in administration, and some initial concerns by staff could be anticipated.
5. The attic space above the beer cellar has been made accessible and will provide some relief to the problem of inadequate storage space for stacking chairs.
6. The Flygt pump on the sewage system failed in the week of 2nd July. A replacement rental pump was installed on an emergency basis whilst the main pump is being repaired. Apart from some disagreeable odours, no disruption to the Clubhouse resulted, but some unforeseen costs have been incurred.

KEL/20th July 2007

A 'Major Items Expenditure Plan', a 'Proposed Opening Hours' document and a 'Summary of Catering Activities' are available as separate worksheets on an Excel spreadsheet sent as an accompanying attachment.

APPENDIX 5

THE PRESIDENT STOOD TO COUNCIL

Mr. Captain, Lady Captain, Ladies and Gentlemen,

This evening is the last time I will attend a Council meeting as your President and there are three matters I wish to raise.

Firstly, I will officially stand down on Saturday lunchtime, 4 August 2007, and will then join the new President and the Captain for lunch and I hope as many members as possible will also see their way to lunching. It is appropriate, therefore, that I ask Council to formally approve my proposition that Alan Bradley, one of our vice-presidents, be elected as the next President of Hale Golf Club. This is a proposition that I understand the Captain is most pleased to second and I trust it will receive your unanimous support.

Secondly, I have tried my best to perform the customary role of President of Hale Golf Club, to support the Captains, to provide historic detail of the club when required and to temper youthful enthusiasm of Council. I thank ex-Captains John Munnery and Terry Hope and the present Captain John Acratopulo and ex-Lady Captains, Barbara Kennedy and Corinne Veitch, and the present Lady Captain, Cally Taylor, for their support and also all who have served on Council during my term of office.

I realise that in a number of areas I may well have failed you and for that I offer Council my unreserved apologies, although I do believe any failure has been prompted by my love of Hale Golf Club and sincere belief that it should be a club catering at all times for all the various members.

Well over 50% of the present playing members have joined since this clubhouse was built and it is evident to me that the desires and expectations of new members are now different. Many look to see immediate excellence in all areas – sometimes, I believe, regardless of the cost and the impact on subscription levels. For information, in 1995 the mean (gentlemen and ladies) club playing subscription was £370; in 2007 it was £810 – 220% of the 1995 figure.

I ask with some degree of passion that the present Council – particularly the chairs of House and Green, along with the secretariat and treasury departments, reflect most carefully on future expenditure, finding a balance between need and desirability and taking note of the impact on subscription levels and, ultimately, on membership levels and, most importantly, the club profile. Electing in haste just to provide subscription income will most certainly alter the membership profile and I doubt this would be for the better. Money does not always need to be spent – saving for the proverbial 'rainy day' is often wise management.

I also ask that the various rules and regulations existing for the club are in total respected. If the Council or any individual members feel a need for change, I ask they seek this through the accepted channels and do not simply turn their back on them as this breeds a membership of two levels – those who respect the rules and regulations and those who do not.

Thirdly and finally, before I pass back to the Captain to formally close the meeting, I would like to wish my successor a very happy term of office. I am sure that he will provide wise counsel and I hope enjoys stability in the Club.

I now once again thank you all for your support and invite you all at the conclusion of the meeting to join me for a drink.

Peter K. Hardern
President, Hale Golf Club
July 2007

HALE GOLF CLUB

Minutes of Council Meeting of 10 September 2007

Ag (i): PRESENT

J. A. Acratopulo (Captain) in the Chair; A. Bradley (President) and R. R. Cross (vice-president);
Mrs. C. Taylor (Lady Captain) and Mrs. P. Walsh (Lady Secretary);
C. J. Davies, J. R. Foster, P. E. Hilton, K. E. Lodge, R. W. O'Brien, J. R. Savin and C. M. Wood.

Ag 1: APOLOGIES

Apologies had been received from:

R. Done, G. O. Harris, A. N. G. Hyde, W. W. Kennedy, C. J. Mawson, J. N. Nichols, A. G. Pendleton and P. F. Veitch;
P. K. Hardern (immediate past-president);
T. L. Hope (immediate past-captain);
A. G. Dewhurst, B. Greenbank, J. D. Harrison, A. F. Kenney, M. J. Kirchin and D. M. Smith.

Ag 2: MINUTES OF PREVIOUS MEETING

The Captain signed the circulated minutes of the meeting of 23rd July 2007 as an accurate record subject to an added reference in the item on "Any other Business" to the election of Alan Bradley as the new President of the Club in succession to Peter Hardern. (This addition is included in the file copies of the minutes signed by the Captain.)

Ag 3: MATTERS ARISING

The question of how the proceeds from the Am-Am were to be disbursed (July meeting Ag 8 – Hon Treasurer) arose. Adam Hyde, after discussion with the Assistant Treasurer, had posted a notice indicating that the Am-Am monies were to be spent on the new 12th tee, which will be used by both ladies and gentlemen. Following discussion, it was agreed that the Assistant Treasurer would arrange for a replacement notice to be posted making clear the contribution of the ladies to this successful event.

Other matters arising were dealt with under the agenda items which follow.

Ag 4: CAPTAIN'S REMARKS

The Captain made no remarks under this agendum.

Ag 4: CLUB ORGANISATIONAL STRUCTURE

Council discussed how to make progress on the organisational structure following the debate at the last meeting. The Captain indicated that Roger Cross had been invited to co-ordinate the response to the listed matters in the minutes of the last meeting and maintain momentum. This was supported by Council.

Roger Cross suggested that those with responsibility for the four divisions- treasury, secretariat, house and green should submit documents outlining the roles and delegated responsibilities of the divisions and how they, as division heads, would recruit and organise members to meet the responsibilities. It was agreed that these papers should be submitted at the October meeting so that Council would be in a position to discuss them at the January meeting and make necessary changes in rules and regulations to the AGM in March 2008, thus maintaining momentum and saving the cost of a SGM. The changed structure would be able to operate fully from April 2009.

The Secretary indicated that there would be a problem in progressing membership applications under the proposed organisational arrangements. This would follow from Council's delegation of responsibilities to Committees and officers (who will include Chairs of the House and of the Green Committees) and the reduction of the number of Council meetings to a quarterly sequence. This matter was returned to under agenda 6 below.

It was further agreed that the new Lady Captain taking up office in November and other ladies would participate through their membership of House and Green Committees and the Secretariat rather than through the Ladies' Section.

The paper submitted by the Assistant Secretary on possible configurations of the Secretariat (Appendix 1) was discussed. The Assistant Secretary made it clear that he regarded the role of Secretary as unsustainable in its present form and expressed a strong preference for the employment of a part-time administrator at a cost of about £10K pa (Green and House Committees having employment costs of over £75K each).

It was agreed that the Secretary would continue to coordinate all secretarial activities and that this coordination would become more time-consuming the larger the Secretariat became. It was also agreed that any paid administrator would need to have a clearly defined role of an essentially clerical nature, not including, for example, any budgeting. The possibility was raised of a suitable candidate working from home as was making greater use of the undoubted organisational skills of Anne McNamara. There was a measure of support for the appointment of a part-time administrator subject to budgetary constraints though one member of Council questioned the feasibility and desirability of making an appointment in the short term. It was agreed that the options set down in the paper would be taken forward for consideration as part of the initiative coordinated by Roger Cross.

Ag 5: HEALTH AND SAFETY

The contract retaining Citation as health and safety and employment consultants was coming to an end. Two other organisations (including the British Federation of Small Businesses) had proffered their services. If Citation were retained (at a cost of £1996 pa for three years), they would carry out an audit of where the Club stood on health and safety as well as continuing to provide guidance documentation on both health and safety and employment issues.

The consensus, following discussion, was that Citation had provided a useful (and improving) service on health and safety issues but less helpful support on employment matters, though the Club was using employment contracts modelled on Citation documentation. The Secretary felt that Citation could usefully look at the Club's communication with its employees. The indemnification offered by Citation was not considered to be of great value. It was felt that the health and safety services of Citation should be retained but that, if substantial savings could be achieved, there was no need to retain them on employment matters. The Secretary would pursue the question and act accordingly.

Ag 6: MEMBERSHIP

Roger O'Brien was invited to return Council's attention to the matter of the "black ball" method of nomination and election. He offered a critique of the methodology of the system because it failed to ensure members' confidentiality in the voting procedure.

This critique excited a lengthy discussion of the wisdom (or otherwise) of continuing to use the system. Council decided in favour of the status quo but invited Roger O'Brien and the Secretary to seek improvements in the mechanics of the nomination and election procedures.

Letters of Introduction

A letter has been received from Ken Hawes on behalf of Mr **David Roots** who is keen to join as a full member having visited the Club on several occasions to play golf and meet members at TNC. Ken Hawes has known David Roots for about seven years since he moved into this area. Previously David Roots had been a keen golfer playing off 18 at the Warwickshire Golf Club. He has since played some golf but is anxious to return to club membership. He is 49 years old, married with three children, living in Hale, and is the manager of an IT company. Ken Hawes will be pleased to propose him. The Membership Committee had received the letter and recommended that, as soon as a seconder has been identified, the request should be progressed.

The secretary reported that J.C.F.Bolton had written a letter introducing his wife, **Lois Boulton**, as a prospective non-playing member. He was willing to propose her but a seconder was needed. This letter was referred to the Membership Committee.

Council were informed that the recent letter of introduction for **Freda Hunt** had needed clarification about the members who were prepared to propose and second her nomination. Helen Hardern had now indicated her willingness to act as proposer

and Audrey Taylor as seconder. Freda Hunt's application was now progressing satisfactorily.

Following receipt of the Assistant Secretary's letter of introduction for **Josephine Wood**, his wife, as a prospective non-playing member, the Hon Secretary had now been told that she would be proposed by Rody Keunen and seconded by Lynette Lodge. There were now no further actions required and her name could move to nomination (see below).

The Lady Secretary had received a letter of introduction for **Helen Davies**, wife of Chris Davies, a member of the Club's Council, indicating that she would be proposed by Rosie Gerrard and seconded by Rody Keunen. This was referred to the Membership Committee for consideration and a new seconder would be sought to replace Rody Keunen was involved in the nomination of Josephine Wood. [*Secretary's note: Michelle Rae has agreed to act as seconder.*]

The Honorary Secretary had received a telephoned request from **Peter White** (who had been elected to a full playing membership at the previous meeting of Council) to postpone his entry because he was about to have an operation on a hip. He anticipated being able to play golf in 2008 and asked if he could play his entry fee now and his first annual subscription in the new year. This was agreed.

Council considered a written request from Dr Jean Ormerod seeking a rebate on her subscription for the current year on the grounds of illness. This was not approved but she would be able to transfer from playing to non-playing membership with effect from January 1st 2008.

Entry into the Book of Candidates

On the recommendation of the Membership Committee, which had met on 3 September, Council agreed that the names of:

Ian Ritchie	(proposed by Roger Laitt, seconded by Jon Gray)
Tricia Pathak	(Corinne Veitch, Fiona Woodcock)
Pam Dixon	(Tessa Day, Helen Allott)

should be entered into the Book of Candidates and, in each case, brought back directly to Council for nomination as soon as the required level of support was forthcoming.

[*Secretary's note: Subsequently the roles of proposer and seconder for Tricia Pathak were reversed.*]

Nomination

On the recommendation of the Membership Committee, the Council approved the nominations of:

Stuart Lang (Robin Malthouse, Joe Boyd)
as a full playing member and, following the clarification noted above,

Josephine Wood (Rody Keunen, Lynette Lodge)
as a non-playing member.

Elections

Council was also asked to formalise the election to temporary junior membership of Samuel Furness, son of a recently elected full member, Mark. Council used the discretion allowed under Rule 19 to accept the recommendation of the junior organisers Andy Veitch and Chris Brown that he should be considered a temporary member until next season began.

The Secretary tabled the current entry procedures (Appendix 2) and asked that all the stages indicated therein should be followed and that all information about a candidate's progress be channelled through him. He pointed out that the present levels of activity in securing new members put a strain on the entry process. Nineteen persons had been brought into membership in the current year and about a dozen were progressing towards early entry in 2008. The Club was managing recruitment well but would have to continue to work hard to maintain overall membership levels which were the envy of several local clubs.

The Secretary expressed concern about the number of sequential stages in the entry procedure and the involvement of Council in too many of them. It was noted that there might need to be a December meeting of Council to discuss only membership and organisational structure matters. This illustrated the point that a quarterly schedule of Council meetings (as proposed at its last meeting) would not fit well with the current procedure or the suggested new arrangements. Council would have to decide whether to delegate more responsibility to the Membership Committee in order to comply with Rules 25 and 26 (which had been written on the assumption that Council meetings would be monthly) or seek to amend those Rules.

It was agreed that this matter should be considered as part of the initiative coordinated by Roger Cross.

Ag 7: CORRESPONDENCE

The Secretary reported that the necessary actions to replace John Nichols and Mike Reid as trustees would be taken within the week (see minutes of Ag 7 for meetings of 25 June 2007 and 23 July 2007) and that Andrew Pendleton and Peter Hardern would then become trustees.

In accordance with the Council's decision at its last meeting, the Secretary had organised a suitable gift of wine to show appreciation for the legal work done on this matter by Mark Heywood, a Club member, and his junior.

The Hon Secretary informed Council that the Lady Captain of Lobden Golf Club (in Rochdale) wished to bring a group of 16 lady golf members on Sunday 1 June 2008 for breakfast, 9 holes in morning, lunch, 18 holes in the afternoon, and evening

dinner. Because there had been a need to reach an early decision on the matter, it had been taken to the Management Committee which had agreed to the request, a decision which was consistent with the view expressed at the last Council meeting viz. that the Club needed to be more active in obtaining revenue from green fees including the trial of a limited number of Sunday bookings.

The Hon Secretary referred to the following list of requests for the use of Club facilities from:

Peter Fowler, Secretary of the Lymm Cross Golf Society, seeking a golf day on Wednesday 24 October 2007 breakfast, morning tee at 10.00 for 9 holes, lunch, afternoon tee time at 13.39 for 18 holes and dinner - the repeat of previous years' events;

Club member Chris Davies on behalf of Bowdon LTC to repeat this year's visit for a day's golf and evening meal on Friday 20 June 2008;

Club member Cliff Wright on behalf of the Altrincham and Ringway 41 Club to hold its annual dinner once again at Hale, this time on Saturday 26 January 2008;

Club member Robert Spark on behalf of the BGLC for dinner on 5th November 2007 under the customary arrangements and charges;

Club member Matthew Hewitson to hold a birthday party on Saturday 6th October when about 50 people will be in attendance of which about half will be members of Hale Golf Club:

Club member, Paul Simpson, to hold his wife's 50 birthday, on 23 February 2008 when a substantial number of guests amongst the 60+ in attendance, will be Club members;

Club member Ray Morris to hold a birthday party for his wife, Vivienne, (who is also a member) on Friday, 4 April 2008 when many guests will be Club members;

the Dr Chas O'Neill Medical Society Annual Dinner on Friday 29 February 2008 when, in what has become custom and practice, guests will include a number of members of Hale Golf Club;

Julian Whyatt, Secretary of the Railway Inn Golf Society, for Council's approval to hold two of its functions at Hale viz the presentation dinner on 26 January 2008 and a golf day on June 20, both continuing the traditions of the last five years or so. The Secretary had since contacted the society to begin the negotiation of alternative dates (since the calendar was full on both requested occasions) and approval was sought in principal pending their final agreement.

Val Watson had submitted a series of dates for early in 2008 (all of which fell vacant afternoons) for home fixtures for inter-club bridge matches: January 8, 15, February 5, 8 and 12 against Knutsford, Mere, Wilmslow, Ringway and Dunham respectively.

Council received and approved all the above. The Secretary also reported on a telephoned request from a Club member to hold the wedding celebrations for her son at the Club on one of two Saturdays in July 2008. Neither date was available (being needed for the golfing calendar). However, deliberations extended to the general case of requests for wedding celebrations at any time in the calendar. Council decided that the requirements of a wedding party would really involve all the services expected by members and therefore be a great inconvenience. Accordingly

the Secretary was instructed to turn down the particular request and any similar ones received in future (at the same time explaining the reasoning to the stewards).

The Secretary reported that the construction of the Club calendar for 2008-2009 was already well under way partly because of the need to respond to external requests and also to fix key Club events like the next Am-Am (which will, in future, be held annually) on Sunday 22 June 2008. The outline calendar will be distributed to those with responsibility for arranging events and fixtures for agreement and completion. This includes the House Committee's list of the first Fridays of May, June, August and September for mixed roll-up and dinner evenings. (The first Friday in July having been reserved for preparations for the Summer meeting and that roll-up deferred until 11 July).

Ag 8: REPORTS

The following reports were presented.

Hon. Treasurer

Paul Hilton presented the Treasury report to Council (Appendix 3).

Green Committee

Jonathan Foster introduced the Green Committee Winter Programme for 2007 (Appendix 4). This had been discussed with Tessa Day on behalf of the Ladies. There may be some temporary hole closures during the proposed works and the grass mounds on the third/twelfth are to be remodelled to allow them to be mown using larger machines.

There was no demur from the proposals but approval of the unbudgeted expenditure of £3500 to remodel the 2nd/ 11th tee (which would fall in the budget for the year 2008 when some compensatory savings might be necessary) was postponed until the Assistant Treasurer had prepared that budget for Council's consideration and, if thought appropriate, approval. Some further trimming of trees around the new 12th tee was to be undertaken in consultation with Trafford MBC.

Green Committee was reported that David Taylor, who has worked for the Club previously, had been retained as the third green-keeper at a cost of £14500 pa.

It was the intention of the Committee to stage the Kahla Trophy in the autumn (probably in the first two weeks of October).

It was agreed that a number of weekend visitor tickets should be issued as a trial to encourage visiting groups and individuals (see also the decision under correspondence above).

It was agreed that the 18 month period before the Professional retired at 70 should be used to explore options for his replacement.

House Committee

Ken Lodge presented his report (Appendix 5). This was taken as read. He also presented a paper on Clubhouse cost recovery which House Committee would use as the basis of future recommendations to Council. Ken Lodge reported that Mrs Ceri Hyde had been co-opted onto House Committee, to serve until the next AGM (when her membership could be extended).

Ladies Committee

The Lady Captain, Mrs. Cally Taylor, introduced the Ladies Committee report (Appendix 6), which was accepted. It was agreed that one Bank Holiday Frolic fewer would be arranged in 2008. The Ladies requested that the Clubhouse carpets be cleaned.

Ag 9: SUGGESTION BOOK

There were three suggestions:

1. Can a 'HGC' flower emblem be considered in front of the new third tee?
2. A bell to be placed at the top of the hill on the 4th /13th to avoid following matches driving through those out of sight from the 4th/13th tee
3. Would you please replace the log for older members to sit on at the 3rd tee?

Green Committee would consider these and report back to Council.

Ag 10: ANY OTHER BUSINESS

The Hon Secretary brought Council's attention to various communications concerning the traffic calming humps on Rappax Road. Matters appeared to be reaching a resolution so no action was needed except to continue discussions with residents involved.

Council was reminded that the next meeting would take place at 19.30 (note new time) on Monday 22 October 2007 in the Clubhouse.

There being no further business, the Captain closed the meeting at 23.00 and invited members to join him with a drink.

Signed:

John Acratopulo
(Captain, Hale Golf Club, 2007-8)

Date: 22 October 2007

HGC SECRETARIAT: CURRENT AND POSSIBLE CONFIGURATIONS

CURRENT CONFIGURATION

Current officers

- Hon Secretary
- Assistant Secretary

Current duties

- Servicing (and attending) Council (notices, meetings, elections, minutes, changes to rules and regulations, handbook)
- Advising Council on governance issues, including liaison with, and attendance at meetings of, NGCA and AGCM
- Servicing (and attending) annual and special general meetings of the Club
- Processing Membership applications, attending and servicing Membership Committee
- Maintaining membership records (computer, handbook)
- Collecting subscriptions
- Servicing (and attending) Management Committee
- Scheduling Club fixtures and events, external course and clubhouse bookings (including billing, in liaison with steward), compilation of monthly diary, fixtures and events card and handbook
- Dealing with licensing and insurance
- Dealing with health and safety (currently undertaken by Ken Lodge)
- Maintaining ‘custody of all the documents of the Club’, including contracts of employment
- Responding to correspondence, telephone calls and written messages
- Organising Council Frolic and exchange day(s)
- Overseeing reception of societies visiting Club (dress, behaviour)
- Meeting Club service providers

Potential duties

- Overseeing creation of Club website
- Overseeing uploading of updated data on website
- Overseeing creation and maintenance of electronic central record system
- Collecting, recording (computer, handbook) and maintaining member e-mail addresses
- Responding to recorded messages

POSSIBLE CONFIGURATION 1

Possible secretariat

- Hon Secretary
- Assistant Secretary
- Membership Secretary
- Club Calendar Secretary
- Council Events Secretary

Possible duties

Hon Secretary

- Coordinating activities of secretariat
- Servicing (and attending) Council (notices, meetings, elections, minutes, changes to rules and regulations, handbook)
- Servicing (and attending) annual and special general meetings of the Club
- Advising Council on governance issues, including liaison with, and attendance at meetings of, NGCA and AGCM
- Servicing (and attending) Management Committee
- Attending Membership Committee
- Dealing with licensing and insurance (health and safety to be transferred to House and Green Committee Chairmen)
- Maintaining 'custody of all the documents of the Club', including contracts of employment
- Responding to correspondence, telephone calls and recorded messages
- Overseeing creation of Club website
- Overseeing uploading of updated data on website
- Overseeing creation and maintenance of electronic central record system

Assistant Secretary

- Preparing and distributing Council agendas and minutes (in liaison with Hon Secretary)
- Assisting Hon Secretary in carrying out above duties

Membership Secretary

- Servicing (and attending) Membership Committee
- Processing membership applications
- Maintaining membership records, including e-mail addresses (computer, handbook) (in liaison with Hon Secretary)
- Collecting subscriptions (in liaison with Treasury)

Club Calendar Secretary

- Scheduling Club fixtures and events, external course and clubhouse bookings (including billing, in liaison with steward), compilation of monthly diary, fixtures and events card and handbook

Council Events Secretary

- Organising Council Frolic and exchange days (in liaison with - or transfer to - Green Committee)

POSSIBLE CONFIGURATION 2

Possible secretariat

- Hon Secretary
- Assistant Secretary
- Membership Secretary
- Administrator (half-time)

Possible duties

Hon Secretary

- Coordinating activities of secretariat
- Servicing (and attending) Council (notices, meetings, elections, minutes, changes to rules and regulations, handbook)
- Servicing (and attending) annual and special general meetings of the Club
- Advising Council on governance issues, including liaison with, and attendance at meetings of, NGCA and AGCM
- Servicing (and attending) Management Committee
- Attending Membership Committee
- Dealing with licensing and insurance (health and safety to be transferred to House and Green Committee Chairmen)
- Maintaining 'custody of all the documents of the Club', including contracts of employment
- Overseeing creation of Club website
- Overseeing uploading of updated data on website
- Overseeing creation and maintenance of electronic central record system
- Supervising Administrator

Assistant Secretary

- Preparing and distributing Council agendas and minutes (in liaison with Hon Secretary)
- Assisting Hon Secretary in carrying out above duties

Membership Secretary

- Servicing (and attending) Membership Committee (in liaison with Hon Secretary)
- Supervising Administrator's membership duties

Administrator

- Processing membership applications, preparing for Membership Committee meetings (in liaison with Membership Secretary)

- Maintaining membership records, including e-mail addresses (computer, handbook) (in liaison with Membership Secretary and Hon Secretary)
- Collecting subscriptions (in liaison with Treasury)
- Assisting Hon Secretary and Treasurer in carrying out their duties
- Assisting Hon Secretary with record-keeping and possibly maintenance of website
- Scheduling Club fixtures and events, external course and clubhouse bookings (including billing, in liaison with steward), compilation of monthly diary, fixtures and events card and handbook
- Providing a reliable and regular point of contact (e.g. 9.30-12.30 five days per week): responding to correspondence, telephone calls and recorded messages
- Organising Council Frolic and exchange days (in liaison with - or transfer to - Green Committee)

Christopher Wood 9 September 2007

APPENDIX 2

See agendum 6

The following is a short version of the Procedures for Entry policy used in the Book of Candidates (the fuller version is available on request).



Hale Golf Club: Membership Document Procedures for Election with reference to the role of proposer and seconder.

- 1 A Member wishing to introduce a prospective candidate for full playing membership should write to the Hon. Secretary or the Lady Secretary expressing that intention. The Letter should include
 - information about the person's background (age, previous golfing history, job etc) which makes it likely that (s)he will become an active **playing** member of **this** golf Club,
 - the names of the proposer and seconder of an eventual nomination.
- 2 The Hon. Secretary or the Lady Secretary will reply enclosing a copy of these procedures and a form for completion requiring further details of the candidate which will be given to the Membership Committee.
- 3 At the same time, the proposer and seconder will be invited a **to bring the candidate to the Club on a specified occasion** to introduce him/her to the Captain or Lady Captain and to the President or other Club Officers. **The main purpose of this visit is to provide the potential candidate with an opportunity to confirm her/his interest in joining and the Club to decide if the person is likely to become a fully involved member.**

Prospective candidates who do not attend specified event(s) will not be considered further.

4 When

- the proposer and seconder have completed and returned the form (see 2 above),
- the Candidate has visited the Club and understands the current entry procedures and subscriptions,
- confirmed her/his interest in joining,

then the Membership Committee will consider her/his suitability to be included in the **List of Candidates** and inform the proposer of its decision.

5 If entered into the List, the Candidate should be invited as guests of the proposer or seconder to attend the Club on further occasions (continuing the process begun in 3 above). Men will be expected to attend Sunday lunches or TNC or Captain's Lunches, and play golf with the Captain or other members of the Membership Committee as well as with as many Club members as possible.

Ladies will be invited to Thursday tea and such activities that are, from time to time, laid on for candidates or incoming members to develop their understanding of the game and of Hale Golf Club

The Membership Committee will seek to keep the proposer informed of the Candidate's progress towards membership.

7 Members who have met a Candidate will be invited to express their views (about her/his suitability for election) to the Chair of the Membership Committee or the Secretary. Such contributions will add to the momentum of an application and should be actively encouraged by the proposer and seconder. When the Membership Committee is satisfied that a Candidate is known by sufficient members and demonstrated commitment to developing her/his golf, it will recommend to Council that the Candidate's name be entered in the **Book of Candidates** which is made available in the Clubhouse for Members to express their support for a Candidate's nomination at a future Council meeting.

The entry of the Candidate's name into the Book is a measure of Council's confidence that the prospective member is sufficiently well known and supported for the process to reach a successful and timely outcome.

8 If and when the Book of Candidates contains the written support of at least eight eligible members, the Membership

Committee will recommend to Council that the Candidate be nominated, elected and notified in accordance with Club

Rules 26 and 27.

9 After the Candidate becomes a member, the proposer and seconder still have responsibilities to integrate him/her into the Club and its playing arrangements. A separate document reminding proposers and seconders of their duties will be made available at the time.

APPENDIX 3

TREASURY REPORT TO COUNCIL

Balance Sheet

The bank account balances at 31st August totalled £149,810 which is in line with expectations for this time of the year.

Creditors continue to be paid at approximately 30 days, although the Assistant Treasurer reminds those concerned that timely payment depends on timely approval of invoices. Payments cannot be made against supplier statements.

Income and Expenditure

Bar Takings

As accounts are prepared on a quarterly basis, details of bar takings will be next updated to Sep-07 and presented at the next council meeting.

Wages

Details of house wages for Aug-07 are not yet available, although indications are that expenditure is consistent with recent months.

Budget Process

The Treasurer and the Assistant Treasurer are working to bring the bank reconciliation up to date, which will provide us with a definitive assessment of the current year's income and expenditure to date. This will enable commencement of the budgeting process, which we expect will be completed in time for discussion at the Council meeting on 22nd October.

Paul Hilton
Assistant Honorary Treasurer

APPENDIX 4

WINTER PROGRAMME 2007

1. PURPOSE

The purpose of this document is to outline a number of key areas which our greens staff will prioritise over the winter period. Every effort will be made to complete the program however the contents of this document are intended to be guidelines only.

Areas covered:

- 1 Fairways
- 2 Bunkers

- 3 Rough
- 4 New tees
- 5 Greens

With the exception of the new 3rd/12th tee which has already been budgeted for, and the proposal for the 2nd/11th tee, all other works will be done using our in house staff and machinery and should therefore be funded from within the course upkeep / greens budget.

2. PRIORITY

3rd / 12th Tee:

The Lower level of the 12th tee will take priority this winter and upper timber supports, the upper level will remain a focus but will be completed subject to time and capacity at the end of the Winter Program

Ladies 5th Tee:

This teeing area will be lifted, leveled and relayed as an early priority

Major works

A complete remodeling of the 2nd/11th tee to include;

- Additional drainage around the area forward of this tee
- Enlarging the tee and bringing it all to one level by a process of cut and fill.
- Additionally to provide a small length of path leading players away from the front of the tee.

Whilst machinery and work is being carried out in this area a remodeling of the bunker front right of the 1st green will be undertaken. This bunker will be split and made into two bunkers split by a walk on path similar to done on the 7th green. Thinning and general tidying of copse of trees to the left of tee will also be completed at the same time.

Total projected cost of this work £3,500.00, this would be considered to outside the normal expense of the greens budget.

The course development program will indicate were possible timescales and costs and also any 3rd party requirements in terms of equipment and resource.

3. ON-COURSE

Bunkers.

As part of the winter program re-contouring and improving drainage to as many bunkers as possible will be completed this will be subject to time and weather conditions, the priority to be agreed by the green committee and the head green keeper.

In addition to the above work the following remodeling will be carried out during the winter program.

- split greenside bunker left of 2nd green in two with grass walk on/off
- Move bunker left of 3rd green backwards away from the trees
- Re-modeling of hump to 4th greenside front right bunker to prevent water run off
- Remove the fairway bunker in the trees between 5th/6th fairway
- Remodel the bunker at the bottom of the bank between 5th/6th fairway into a single fairway bunker. (As the trees grow this bunker may also become redundant)
- To split greenside bunker left of 5th green in two with grass walk on/off
- To fill in the right hand half of the large fairway bunker right hand side of the 8th fairway next to the path.
- Reduce the height and overhang of the left half of this hazard keeping it as bunker but making it fairer as a fairway hazard
- To split greenside bunker right of 8th in two with grass walk on/off

Approaches to Greens:

We are seeing a growing problem around a number of greens where compaction has caused the approaches to the green to become very hard in dry spells then go like porridge at the first sign of rain.

The proposals are to lift the turf around these areas, physically break up the sub soil level put in drainage with some new topsoil, and relay the turf. This work would be done in rotation and to fit in with other work being done in the similar areas.

The green being worked on would be out of play for 1-2 weeks with the approach being GUR for 6-8 weeks however the greens will be open (subject to general conditions) for men's and ladies competitions.

A similar job needs to be completed on the practice putting green which would be out of action for a similar period.

Priority to be agreed by the greens committee and head green keeper.

- Front of 2nd green, in conjunction with new drainage to low points on green and work to greenside bunker
- Front of 4th green, in conjunction with bunker work
- Front of 5th green in conjunction with bunker work
- Front of 6th green
- Front of 8th green in conjunction with bunker work and additional drainage to green

Tees

In principal all tees should be lifted leveled and relayed on rotation. With the work last year on the 8th and the proposed work on the 2nd/11th and ladies 5th hopefully progress is being made. Where possible existing tees will be leveled and if possible extended.

In addition after further discussion build a new ladies tee right of the men's winter tee on the 9th. This would replace the ladies 9th tee with no loss of distance but would give a better position looking down the hole, particularly if the fairway is to be cut more to the left with the rough being brought in on the right of this hole.

- Extend backward men's existing 3rd tee
- Extend backwards and to the left the ladies 6th tee

Humps

Grassy mounds/humps are a feature of the course however over time they have become problem areas due to poor drainage and the difficulty in maintaining them, safely using the machinery that we have.

The STRI report has been quite negative about a number of these features and we are looking to re-contour them in such a way as to make them fairer as hazards at the same time more easy to maintain without losing them as a feature of the course.

Specifically

- Right side of 1st fairway improve drainage, re-contour to loose concave face make easier to maintain.
- Right of 2nd fairway, substantially reduce to a contour that can be mowed by ride on rough mower
- Middle of 3rd fairway. Left side hump improve drainage; re-contour to remove concave face no substantial loss of height. Right hand side hump improve drainage and contour to allow mowing with ride on rough mower. Some height will be lost however the feature will still present an obstacle particularly from the ladies tee.
- Humps on bank front of 4th tee. Reduce and re-contour to allow mowing.
- Left and right of 4th fairway. Improve drainage, re-contour to loose concave face no substantial loss of height
- The Whale, left of 8th fairway, improve drainage very minor re-contour to aid mowing
- Mounds left of 8th green, re-shape to allow mowing whilst keeping the feature as a fundamental of the hole
- Small humps forward of 9th tee, substantially reduce to allow to be mown as fairway

Drainage

Where possible we will look to improve drainage at any problem areas around the course. Over the last two winters we have, cleared/renewed major drains running across the 1st and 9th fairways, specifically in the ditch on the 9th, and from the far end of the practice ground across to the corner of the 9th fairway.

We know that both these drains run constantly even in very dry weather yet the practice ground remains very wet and the rough left of the 9th remains boggy. We would propose to clear/upgrade existing drains and possibly lay a major 18" drain from the practice ground across both the 1st and 9th fairways. The purpose of this would be to both improve drainage immediately, but also to give us an outlet for any future drainage work which might be done on the practice ground.

Much of the smaller drainage work is covered under other headings above

The biggest problem area on the course itself is the 6th fairway. The fairway is suffering substantially from being waterlogged for months on end. We will try some remedial work in this area however it is felt that a major program to sort this out will have to be undertaken in the next couple of years.

Trees

Taking the matter of trees as a whole some need pruning some need taking down and we certainly would like to plant lots more.

The removal of any tree causes some members some anguish however I would point out that if we did not manage our trees there would be no golf course. In addition we have allowed many self seeding trees to flourish in areas of rough and we would always look to plant more than we fell.

- Hedge to rear of 1st to be laid as agreed in June 2006!!! The contractor has promised to do it this Autumn
- Copse to left of 2nd tee to be thinned
- Further pruning in front of new 3rd/12th tee
- Pruning front right of ladies 3rd tee
- Thinning of Oak copse front left of 3rd green. There are too many trees on this bank to allow any individual specimen to flourish
- Substantial cutting back or removal of individual specimens on river bank front of men's 6th tee.
- Pruning of overhang at top of bank right of 6th fairway
- Clearing undergrowth and cutting back of trees around rear of mens 9th and 18th tees to encourage airflow, light and good growth on tee
- Cutting back of overhang on corner left of 9th fairway

New Trees

Last year we planted 25 trees mostly on the bank between the 5th/6th fairway.

For trees of this size, which are the largest we are advised to plant with minimal risk of failure, the cost is in the region of £1,500.00. Mike Hauser gave a donation of £450 which covered the cost of the oaks.

Subject to cost we would like to plant another 25 trees this year and make this a rolling annual program. We could look to plant many smaller specimens which would be much cheaper; however the effect would take much longer to be realised.

Planting more than 25 trees per year raises concerns of maintenance, particularly in dry weather. Also a phased rolling program will allow members to see the effect without it being a drastic/sudden alteration of the course.

Subject to agreement on funding the areas we would look to plant are

- small copse front right of mounds on first fairway
- small copse forward right of 1st green in existing heavy rough
- One large as possible specimen front left of 1st green
- Small copse lateral between ladies 4th and men's 13th tee
- 1/2 specimens behind right hand fairway bunker on 8th which it is proposed that we fill in. i.e. next to path pushing play left
- Where possible increase the number of specimens between the 4th/8th fairways also between the 5th/6th fairways and between the 1st/9th fairways

All of the above cannot be done with 25 trees but can be done over five years with 125 trees, and a major effect realised in a relatively short period

Al Kenny, Brian Greenbank
September 2007

APPENDIX 5

HOUSE COMMITTEE REPORT TO COUNCIL

11. Health and Safety

- 11.1. A meeting was held by the Secretary with Citation to consider the options and cost of continuing the ongoing continuation of their support services.

12. Clubhouse

- 12.1. The repair and re-covering of the pink dining chairs has been completed.
- 12.2. Replacement patio parasols have been installed.
- 12.3. New employment contracts have been issued to staff and some initial concerns are being addressed.
- 12.4. The Stewards have completed two weeks of their annual holiday. During this time additional hours were required to be worked by bar staff to cover for their absence.
- 12.5. A meeting was held with West Valley Security to discuss the possibility of engaging them to provide security services to the Club. They are submitting a proposal.
- 12.6. The Flygt sewage pump has been repaired and re-installed.

13. House Committee

- 13.1. It is proposed that one or more Club Member who is not elected to Council be appointed as a member of the House Committee. This appointed member would participate fully in the activities of the House Committee, but would not attend Council, and would not be entitled to vote at House Committee Meetings. This proposal is made in light of the fact that House has assumed responsibility for the bar, and the anticipation that future Secretarial responsibilities will transfer to House. Council is requested to consider this proposal.

KEL/8th September 2007

APPENDIX 6

CLUBHOUSE COST RECOVERY

Some Ideas

1 Introduction

Over the past few years, bar staff wages have increased substantially, for reasons which have been discussed at length. Members continue (rightfully) to be concerned about the effect on subscriptions, some of which have increased at a rate above inflation.

Extensive discussions have been held with Club Members, and although a wide spectrum of views are held, the following points are almost universally stated:

1 Costs and revenues must be carefully controlled and benchmarked against those of other golf clubs.

2 Hale is a special club, and standards of service and facilities must match or exceed those of the better clubs in our region. It is acknowledged that this incurs costs.

3 The current catering structure and personnel are a critical component of the Club's success in meeting the needs of our members, and sustaining a healthy list of membership candidates.

4 There is un-used capacity in both the course and the clubhouse, and if carefully controlled, could be utilised in improving our financial performance.

Earlier this year, the House Committee assumed responsibility for managing the House Staff, and a number of actions have been taken to improve the control, including agreeing hourly budgets and monitoring cost factors such as overtime and vacations.

From this activity it is clear that the aspiration of achieving a substantial reduction in bar staff wages cannot be achieved without compromising the service which has come to be expected by Members, or placing an increased work load on the Stewards.

The objective of this paper is to provide background information and to explore options that can be considered in conjunction with the tightened control over budget.

The numbers used below are based on the 2007 Club Budget, and a detailed analysis of the Club activities during 2006. Some of the numbers are estimates, and are therefore open to challenge.

One point worth noting is that bar wages are an input cost directly associated with many of the Club's revenue streams, including bar profits, societies, AM-AM, and members' parties.

The purpose of this paper is to provide some data and to offer some ideas as a basis for discussion by Council.

2 Budget 2007

Course Expenses	£140,000	(46% of Total Club)
Clubhouse Expenses*	£123,000	(41% of Total Club)
General & Admin*	<u>£37,000</u>	(12% of Total Club)
TOTAL CLUB EXPENDITURE 2007		£300,000

* Total Clubhouse & General Admin £160k (53% of Total Club)

Clubhouse Income		
Lockers		£850
Bar Profit (Sales £100k)	£52000	
Sundry	£800	
TOTAL	CLUBHOUSE INCOME	£54,000

3 Subscriptions

Full	293 Full Members	£240,000	(92% of Total Subs)
	(Subs £810)		
Non-Playing	105 N-P Members	£12,000	(4.6% of Total Subs)
	(Subs £ 117.5)		
TOTAL SUBS		£260,000	

4 Subscriptions (Historical)

Category	Subs 99-00	Subs 06-07	Increase
Mens F-P	500	810	62%
Ladies F-P	350	810	131%
Mens N-P	102 (No VAT?)	100(Plus VAT)	-2% (Excl VAT)
Ladies N-P	69 (No VAT)	100(Plus VAT)	45% (Excl VAT)

5 Use of Clubhouse (2006)

Members Parties (no charge)	15	(850 meals)
Private Parties (charged)	13	(581 meals)
Societies (green fees £30 - £10 meal)	12	(267 meals)
Formal Club Functions	142	(4236 meals)
Formal non-Club Functions	<u>36</u>	<u>(1470 meals)</u>
TOTAL FORMAL EVENTS	218	(7404 meals)

Casual meals (Sandwiches)	3600
Tea & Coffee	7000

6 Members' Privileges

Full Members:

Golf - Unlimited	Free
Members Parties	Free
Private Parties	Nominal Charge
Use of Clubhouse	Free

Non-Playing Members:

Golf	6 times p/a at £20 discount (Value £120)
Members Parties	Free
Private Parties	Nominal Charge
Use of Clubhouse	Free

7 Sensitivity (Contribution per year)

Increase N-P Subs	100 X £50	£5000 (Exclude 5 Off. Spouses)
Increase F-P Subs	290 X £50	£14500

Charge Members Parties	15 X £ 100	£1500
Increase Charge for P-Parties	13 X £100	£1300
Surcharge for Club Functions	4236 X £1	£4000
Increase Bar Prices	5% of £100k	£5000
Reduce Bar Opening Hours	1 hr per day	£2500
Increase Locker Fees	50 X £10	£500
Increase no of Societies	10 X 20 X 20	<u>£4000</u>
TOTAL		£38,000
TOTAL WITH NO CHANGE TO F-P SUBS		£24,000

8 Suggested Objectives for 2008

Total Club Expenditure 2007	£300,000	
Bar Wages under-budgeted 07	£10,000	
Staff Bonus proposed	£2,500	
Inflation 3.5%	£10,500	
TOTAL COST INCREASE 08/07		£23,000 (7.6% y/y)

KEL/6 September 2007

APPENDIX 6

REPORT TO COUNCIL FROM LADIES SECTION

Lady Captain's Charity Day which was in aid of Christie Hospital, raised £330.00. Thank you for all your generous contributions which were much appreciated.

The Bank Holiday Frolic was a great success with over 30 entrants. It is suggested that next year the number of Frolics should be reduced to 3 as the second Frolic in the Spring has had to be cancelled for lack of support for the last two years. It follows on very closely with a number of other mixed competitions. Your views would be appreciated.

The Ladies Handicap B team reached the semi-finals of their division for the first time. Congratulations are in order and is a great boost to the Ladies' profile.

HALE GOLF CLUB

Minutes of Council Meeting of 22 October 2007

Ag (i): PRESENT

J. A. Acratopulo (Captain, in the Chair) and T. L. Hope (immediate past-Captain);
A. Bradley (President) and P. K. Hardern (immediate past-President);
Mrs. C. Taylor (Lady Captain) and Mrs. P. Walsh (Lady Secretary);
A. G. Dewhurst, P. E. Hilton, A. F. Kenney, M. J. Kirchin, K. E. Lodge, R. W. O'Brien, J. R. Savin, D. M. Smith and C. M. Wood.

Ag 1: APOLOGIES

Apologies had been received from:

Vice-presidents: R. R. Cross, R. Done, G. O. Harris, A. N. G. Hyde, W. W. Kennedy, C. J. Mawson, J. N. Nichols, A. G. Pendleton and P. F. Veitch;
Elected Council members: C. J. Davies, J. R. Foster, B. Greenbank and J. D. Harrison.

Ag 2: MINUTES OF PREVIOUS MEETING

Subject to an amendment to the minute of Ag 3 making clear that the alteration to the notice should be a required action of the Am-Am Committee (and not of the Assistant Treasurer), the minutes of the September meeting were approved and signed by the Captain.

Ag 3: MATTERS ARISING

The Hon Secretary indicated that, except for noting that the changes in trustees were progressing as expected, all other matters arising would be dealt with under the agenda items which follow.

Ag 4: CAPTAIN'S REMARKS

The Captain chose not to offer any general remarks.

Ag 5: BUDGET AND SUBSCRIPTIONS

The Assistant Treasurer, Paul Hilton, tabled the budget for the year 2008 (including actual income and expenditure figures to 30.09.07 and forecasts to 31.12.07 with forecasts for the year 2008) and supporting statements about wages for 2008 (Appendix 1 to these minutes).

He offered an item by item analysis of these figures and explanations for matters raised by Council members. Particular attention was drawn to the fall in bar takings and the impact of VAT on the way these were calculated. There was a reduction in green fees, mostly due to the reduced numbers attending golf society events which

had been held at the Club in previous years. It was confirmed that events with more than eight players are treated as golf societies, with non-members paying £30 even when playing with members. It was stressed that non-playing members must play with a member to benefit from the £10 green fee and it was agreed that Rule 24 needed to be modified to clarify this.

There was a long discussion about wages and the need to implement Citation's recommendation to renegotiate the stewards' contracts better to reflect their current duties. It was agreed that the additional amount allowed in the budget could be deployed flexibly during the course of these negotiations to make use of synergies between the stewards' interests and the Club's desire to delegate certain duties currently undertaken by the Hon Secretary.

The Chairman of House Committee, Ken Lodge, emphasised how much gas costs, for example, had increased despite House Committee's best efforts. He reminded Council about the major items expenditure plan that he had originally submitted to the July 2007 Council meeting (a revised tabled version forms an attachment to Appendix 5 of these minutes) and stated that the renewals and repairs budget line needed to be increased from £10K p.a. to at least £15K p.a. to ensure that this plan could be implemented. Council was reminded that contributions by new members to the development fund, instituted when the new clubhouse was built, were intended to be used partly on its refurbishment.

This led to a lengthy discussion about what the President called 'non-cash items' – principally depreciation and transfer to the capital reserve account. It was agreed that the President and Assistant Treasurer would discuss this matter, which impinged directly on the proposed subscription, further.

It was agreed that playing subscriptions be raised to £845 per annum and non-playing membership to £110pa. Council's acceptance of the budget, proposed by Terry Hope and seconded by Alan Dewhurst, was unanimous. Council expressed a desire to implement monthly subscription payments by direct debit for all members as soon as possible.

Ag 6: CLUB ORGANISATIONAL STRUCTURE: RULE CHANGES

The Assistant Secretary, Christopher Wood, spoke to the circulated document *Organisational Structure: Potential Changes to Rules and Regulations* (Appendix 2 to these minutes). He stressed that the decisions on organisational structure made at the July meeting of Council would require changes to existing Rules and Regulations and there would be an interim phase before new Rules on membership could be introduced into the election procedures. This meant that where changes were needed they would have to be brought to the AGM in March 2008 for enactment in 2008-09 and in the election procedures for the 2009 AGM. The document was intended to advance the discussion of what changes were needed and when they should apply.

It was agreed that Management Committee should be specified in the Regulations. Discussion then focussed on the role of captain-elect. Council was requesting that the next captain be elected a year earlier than at present and that he be a member of

Council for the year preceding his year of office as captain. This year, exceptionally, it would be necessary to elect both the next captain and the captain-elect. The President agreed to discuss this matter at the next meeting of past-captains. The Rules would need to be changed to reflect this decision but, while the ex-Captain would no longer serve on Council, he would be available to offer advice to the incoming Captain.

To curtail what would inevitably have been a lengthy discussion, it was agreed that Council members should be given the opportunity to submit written contributions to the Assistant Secretary and to Roger Cross on all items raised by the paper within two weeks (i.e. by Monday 5 November 2007). Non-response would be taken to mean that the questions had been answered in the affirmative. The revised document would then be passed to Ian Goulty, who had agreed to recast the Rules and Regulations to reflect Council's wishes.

Members were reminded that Roger Cross had requested that any documentation relevant to organisational changes (including those from the chairs of divisions) should be made available to him via this evening's meeting or immediately after. It was noted that the Assistant Secretary's paper referred to above was one of those submissions. The Assistant Secretary also tabled a paper entitled *HGC Secretariat: Organisation and Recruitment* which forms Appendix 3 to these minutes. The Chairman of House Committee, Ken Lodge, submitted *House Committee Roles, Responsibility and Succession* which forms Appendix 4 to these minutes. The Chairman of Green Committee, Al Kenney, stated that a document for the Committee was being prepared and would be passed to Roger Cross.

Ag 7: HEALTH AND SAFETY MATTERS

Ken Lodge reported that a new three year contract had been signed with Citation for the provision of health and safety consultancy and services and for employment matters. The Hon Secretary added that this had been completed only after several further meetings with other providers of consultancy services (for the record, these included First Business as well as the Federation of Small Businesses). Once it had been decided to continue to make use of consultants to advise on the Club's work practices, it was sensible that our relationship with Citation should continue for the next three years. Two compelling reasons emerged for the final decision. They were:

- (i) our documentation and systems now rely heavily on Citation methods and technology with the latter progressively making a greater contribution to their service - it would be time consuming and expensive to change;
- (ii) the combined health and safety and employment package was more cost-effective than taking only one of the services. The new contract was now in place at less than £2K per annum.

The Hon Secretary reported that Al Kenney, as Chairman of Green Committee, and Ken Lodge, as Chairman of House Committee, would be responsible for health and safety in their respective areas.

Ag 8: MEMBERSHIP

Transfers/resignations

A letter had been received from member Mrs Yvonne Turner, on behalf of her husband, **John (J. H.) Turner**, seeking his resignation from the Club (with effect from 1 January 2008) because he is now permanently resident in a home with no likelihood of his ever visiting the Club again. Council agreed that this should be agreed albeit with regret and complete understanding. The Hon Secretary was asked to communicate that decision to Mrs Turner indicating that, in acknowledgement of his long membership of the Club, John's name would continue be included in the list of non-playing members without subscription being expected.

Letters of Introduction

A letter had been received from Alan Kemp introducing his wife Mrs **Jean Kemp** as a prospective full member of the Club. A previous member at Mere Golf and Country Club, Jean has not played for five years but is now keen to resume playing. She will be proposed by Penny Hughes and seconded by Jill Gower-Jones.

Entry into the Book of Candidates

On the recommendation of the Membership Committee it was agreed that the name of Richard Simons (proposed Chris Gaskell, seconded Joe Boyd) should be entered into the Book of Candidates.

Nominations

Members of Council were invited to accept the recommendation of the Membership Committee and nominate the following playing members who had received more than the required support in the Book of Candidates since Council's last meeting:

Pam Dixon	(proposed Tessa Day, seconded Helen Allott);
Tricia Pathak	(Corinne Veitch, Fiona Woodcock); and
Ian Ritchie	Roger Laitt, Jon Gray).

This they duly did.

Elections

On the recommendation of the Membership Committee, Council elected the following candidates for membership who had been nominated at its last meeting:

Stuart Laing	(Robin Malthouse, Joe Boyd) as a full playing member;
Josephine (Jo) Wood	(Rody Keunen, Lynette Lodge) as a non-playing member.

Following discussion of voting methods at the September Council meeting, all the votes were cast anonymously using a paper ballot sheet rather than using the traditional white and black balls.

The Captain brought to Council's attention that the Chair of the Membership Committee for the past three years, Bill Walsh, had expressed a wish to stand down. The Captain sought Council's approval to appoint Ian Goulty as his successor. On a motion proposed by Mike Kirchin, and seconded by Ken Lodge, Ian Goulty was unanimously elected as Chair of the Membership Committee. It was noted that he would take the chair at the Committee's next meeting.

The Hon Secretary asked Council to consider a point made by the retiring Chair, namely that in order to carry out the office in a fully informed and pro-active manner it was necessary for the person to be more involved in the management processes of the Club than he had been. Brief discussion about how this might be made possible and whether it should include attendance at Council ended with agreement that progress would be secured by:

- (i) seeking Ian Goulty's views on the matter; and
- (ii) feeding these into Roger Cross' work on organisational changes particularly with respect to the regularity of Council meetings and the role of Council in overseeing the progress of prospective members through the entry procedures.

The Hon Secretary reported that, on the advice of the retiring Chair, the next meeting of the Committee will take place in January to allow the incoming Chair an opportunity to explore both the appropriateness of current entry processes and the stages reached by prospective members. There were about ten prospective members who could then make rapid progress towards entry before the next playing season if they used the intervening period to meet all the requirements.

Ag 7: CORRESPONDENCE

The Honorary Secretary reported on a letter of thanks from member Mike Perkin and his wife for Council's permission to hold their recent golden wedding anniversary in the Clubhouse and for the quality of service and food made available on the evening. He also presented the Club with two table-tops, each of which would seat 11 persons (instead of the customary 8/9), which he had had occasion to construct and use at his function, adding to flexibility in seating guests in the main room.

Another letter, from the Cheshire County Ladies Golf Association, thanked Council for allowing Win Heath, its training officer (and Hale Lady Captain-elect), to hold a training session at the Club.

The Secretary informed Council that the same Association had written indicating that its VAT-free levy next year would remain unchanged at £4 for each lady playing member of the Club which must be paid before 31 January 2008. The Cheshire Union of Golf Clubs had written requiring a levy of £6.25 for male members of which £4.25 was collected on behalf of the EGU.

Next, the Hon Secretary reported the following requests for the use of the course and/or Clubhouse facilities:

from Mr Peter Lemmon on behalf of the Hippies Golf Society (mainly based on Ringway G.C) for a golfing visit on 6 August 2008 with golf in the morning and afternoon, lunch and dinner;
from Ian Glenn of the Lord Eldon Golfing Society for their annual visit on 17 September 2008 for lunch, golf and dinner;
from the Association of North West Golf Club Stewards requesting that its golf society visit Hale in June 2008 when it would once again enjoy the courtesy of the course (the date being left to the convenience of the Club); and
from Club member Ben Fallows requesting a St George's Day golf event when the majority of Club members and visitors would want lunch, golf and dinner.

Council received this list of calendar dates leaving the Hon Secretary to arrange appropriate dates where necessary.

Ag 10: REPORTS

Treasurer

Agenda Item 5 (above) was taken as the report.

Green Committee

Al Kenney reported that action was being taken to respond to items in the Suggestion Book reported at the last meeting. The 'bench' by the third tee was being replaced; the 'bell on the fourth' was being introduced; and the 'floral crest' on the third was being treated in the spirit of the suggestion.

He then referred to the laying of a hedge behind the first green which had been the subject of universal approval. This approval could not but be strengthened when it was made known that the difference in cost between this traditional way of repairing/ improving hedges and the contemporary butchery of cutting/ infilling hedges had been borne by way of donation from Mike Kirchin. Council insisted that a vote of thanks be put, approved and recorded.

House Committee

Ken Lodge tabled his report (Appendix 5 to these minutes) and spoke to it briefly. He indicated that the recent Quiz Night had been well attended (reversing the situation prevailing in March) and most enjoyable. Chris Wood was congratulated and thanked for his work as question master. Ken Lodge drew attention to the notices about future events (Investors' Dinner, Dinner Dance) and asked for support in recruiting to them.

Ladies Committee

The Lady Captain, Mrs Cally Taylor, spoke to the circulated report from the Ladies' Section (Appendix 6 to these minutes). She made particular mention of the success of the recent all day turkey trot when the stewards had catered for 150 meals. She also drew attention to the recent improvement in the number of prospective lady

members (anticipating another letter of introduction, making five currently on the list). She indicated that the AGM of the Section would be held on 21 November 2007 when Win Heath would become Lady Captain.

The Captain thanked Cally Taylor for her help and service to the Club and asked that Council to express its vote of thanks in the customary way. This was followed with acclamation. She responded by offering Council members the opportunity “of joining her for a drink” which was greeted with further acclamation.

Ag 11: SUGGESTION BOOK

There were no suggestions.

Ag 12: ANY OTHER BUSINESS

There being no further business, the Captain closed the meeting at 9.45pm and invited members to join him at the bar.

Council was reminded that the next meeting would take place on January 14 2008 at 7.30pm.

Signed:

John Acratopulo
(Captain, Hale Golf Club, 2007-08)

14 January 2008

HALE GOLF CLUB

ORGANISATIONAL STRUCTURE: POTENTIAL CHANGES TO RULES AND REGULATIONS

This note sets out the ramifications on Club rules and regulations of the decisions on organisational structure made at the July meeting of Council. It also points out some further consequences of the decisions and includes other suggested changes to Club rules and regulations.

Council Minute bullet point decisions

- A problem-solving approach was preferable to a ‘big-bang’ change of organisational structure.

No change necessary.

- Problems should be addressed and solutions proposed by each Club operating division (Green, House, Treasury, Secretariat).

No change necessary.

- The optimal solutions to problems should be sought without considering the need for changes to the Club Rules, rather than allowing solutions to be constrained by the existing Rules and Regulations.

No change necessary.

- Notwithstanding the preceding point, the Rules have served the Club very well over the years: for example, some of the changes recommended in the Veitch Report were made within the Club Rules.

No change necessary.

- The concept of electing Chairmen of the Club did not attract wide support, not least because the recruitment of appropriate Chairmen to serve for three years was likely to prove difficult.

No change necessary.

- The Captain should continue to chair both Council and Management Committee.
No Rule change necessary. However, the Regulations do not refer to Management Committee. Alter Regulation 1, paragraph 3 to include Management Committee?

- The role of the President was to provide continuity and wise counsel and to act as a sounding board for the Captain and Lady Captain but not to be involved in the day-to-day administration of the Club (or to serve on Management or Membership Committees).

No change necessary. However, this minute, while an accurate record, may not reflect reality: the President appears to serve on Membership Committee.

- Management continuity would be improved if captains were to be elected 12 months in advance and serve as captains-elect (the President stated that this recommendation would be discussed at the next meeting of past-captains).

Change Rule 2 to remove Ex-Captain and replace with Captain-Elect?

- Management continuity would be further improved if the terms of office of lady captains were to be aligned with those of the men, and this was being considered by the Ladies Section.

No Rule change necessary. However, the procedure for the election of the Lady Captain and the Hon. Lady Secretary to Council appears to be anomalous. Should the Rules mention the election of the Lady Captain and the Hon. Lady Secretary? Both are mentioned in Rule 2 and the non-election of the Hon. Lady Secretary (but not the Lady Captain) is referred to in Rule 3(a). The election of the Ladies Committee is referred to in Regulation 1, Paragraph 3.

- Council should delegate functions and responsibility to the officers and their respective divisions, and to Management Committee, with appropriate terms of reference, authority, budgets and oversight.

No Rule change necessary. As mentioned above, the Regulations do not refer to Management Committee. Alter Regulation 1, paragraph 2 to refer to £500 not included in a budget approved by Council?

- A probable consequence of this delegation was that adequate indemnification of officers would need to follow, replacing the current limited collective/corporate responsibility of Council.

No change necessary. However, should the indemnification be altered?

- Council should meet only four times each year to receive reports from the divisions and review the effectiveness of their policies.

No change necessary. However, the timing (and possibly the frequency) of meetings needs to meet the requirements of budgeting and the processing of membership applications.

- The concept of the 'member in Council' was important and, despite the efficiency advantages of a smaller membership, the number of members of Council should remain as at present.

No change necessary.

- There was nothing to preclude the co-option of non-members of Council to its committees, as happens currently (e.g. Chairmen of Membership and Am-Am Committees), though custom and practice has been limited in certain divisions.

No change necessary. Should Regulation 1, Paragraph 1 be amended to refer specifically to co-option?

- There has been a problem with the recruitment of ladies to Council because of the absence of clear roles on Green and House Committees and because of the current voting system: this could be addressed through co-option, allocation of roles in the Secretariat and Treasury and changes to the voting system.

No Rule change necessary. As mentioned above, the procedure for the election of the Lady Captain and the Hon. Lady Secretary to Council appears to be anomalous. There appears to be nothing to prevent members not using all their votes at the AGM. In other words, Ladies could vote only for ladies and not for gentlemen.

- The chairmen of Green and House Committees should be elected (as Officers) to their positions, rather than being selected from amongst the generally elected Council members.

Change Rule 2 to refer to an Hon. Treasurer, an Hon. Secretary, a Chairman of Green Committee and a Chairman of House Committee and delete reference to an Assistant Hon. Treasurer and an Assistant Hon. Secretary? Should these officers be elected for three years, as the chairmen of Green and House Committees are currently, or for one year, as the Hon. Treasurer and Hon. Secretary are currently? Should the roles of Assistant Hon. Treasurer and an Assistant Hon. Secretary, Membership Officer (jointly responsible to the Hon. Treasurer and the Hon. Secretary) and deputy chairmen of Green and House Committees be mentioned on AGM notices and ballot papers to notify the membership that, if elected, five of the nine members of Council have preassigned roles? Should each of the four remaining members of Council be assigned to one of the four divisions, leaving other positions to be filled by co-option?

- The chairmen of Green and House Committees should have authority to decide how best to proceed on matters within their area of delegated responsibility and to select who they wished to assist them.

No Rule change necessary. However, see preceding bullet point (e.g. House Committee might have a specifically elected Chairman, an elected member of Council appointed as Deputy Chairman, one other elected member of Council and co-opted members rather than the four current Council members).

- The Treasury function was too large for the Assistant Treasurer (acting Treasurer) to handle with only ad hoc assistance from Roger da Forno and further support was urgently needed, perhaps through the formation of a Finance Committee.

See previous bullet point but one (the Treasury might have a specifically elected Hon. Treasurer, an elected member of Council appointed as Assistant Hon. Treasurer, an elected member of Council appointed as Membership Officer (jointly responsible to the Hon. Treasurer and the Hon. Secretary), one other elected member of Council and co-opted members rather than the two current Council members. Is a Finance Committee, in addition to an enlarged Treasury, necessary? If so, should Finance Committee be referred to in Regulation 1, Paragraph 3? If not, should the Treasury be referred to as a 'committee' in Regulation 1, Paragraph 3?

- The Secretarial function has grown too large for it to be undertaken by one person (it might, for example, be split into membership, diary and governance duties -the Assistant Secretary stated that he would bring a paper to the next meeting of Council).

See previous bullet point but two (the Secretariat might have a nominated Hon. Secretary, an elected member of Council appointed as Assistant Hon. Secretary, an elected member of Council appointed as Membership Officer (jointly responsible to the Hon. Treasurer and the Hon. Secretary), one other elected member of Council and co-opted members rather than the two current Council members. Should the Secretariat be referred to as a 'committee' in Regulation 1, Paragraph 3?

- Membership Committee should have delegated authority to process membership applications, bringing them to Council only for final approval.

Change Rule 26, Paragraph 1 to delete reference to 'nomination'? Introduce a new paragraph or paragraphs, before the current Paragraph 1 transferring the current nomination procedures specified in Paragraphs 1 and 2 to Membership Committee? Change Rule 26, Paragraph 2 to refer only to election?

- The Secretariat should have delegated authority to arrange the Diary (including external bookings) within agreed terms of reference, reporting to the quarterly Council meetings. No Rule change necessary. However, do 'terms of reference' need to be agreed, perhaps involving the role of Anne MacNamara?

Other changes

Should Rules 43 and 44 (Licensing hours) be altered to reflect current legislation?

Should Rules 14 (meetings) and 46 (rule changes) be altered to include e-mail notification?

Should 'they' in Rule 6 be altered to 'it', to be consistent with the usage in Rule 5?

Should the Rules be reproduced in the Handbook, rather than as a separate booklet?

Christopher Wood
19 October 2007

HGC SECRETARIAT: ORGANISATION AND RECRUITMENT

1 Secretariat

- Hon Secretary
- Assistant Secretary
- Membership Officer
- Club Calendar Secretary
- Council Events Secretary
- Part-time assistant

2 Duties

Hon Secretary

- Coordinating activities of secretariat
- Servicing (and attending) Council (notices, meetings, elections, minutes, changes to rules and regulations, handbook)
- Servicing (and attending) annual and special general meetings of the Club
- Advising Council on governance issues, including liaison with, and attendance at meetings of, NGCA and AGCM
- Servicing (and attending) Management Committee
- Attending Membership Committee
- Dealing with licensing and insurance (health and safety to be transferred to House and Green Committee Chairmen)
- Maintaining ‘custody of all the documents of the Club’, including contracts of employment
- Overseeing creation of Club website
- Overseeing uploading of updated data on website
- Managing and overseeing the group creating and maintaining electronic central record system

Assistant Secretary

- Preparing and distributing Council agendas and minutes (in liaison with Hon Secretary)
- Assisting Hon Secretary in carrying out above duties

Membership Officer

Jointly responsible to Hon Secretary and Hon Treasurer

- Servicing (and attending) Membership Committee

- Processing membership applications
- Maintaining membership records, including e-mail addresses (computer, handbook) (in liaison with Hon Secretary)
- Collecting subscriptions and implementing direct debits (in liaison with Hon Treasurer)
- Maintaining member payment records (in liaison with Hon Treasurer)

Club Calendar Secretary

Responsible to the Hon Secretary

- Scheduling Club fixtures and events
- Responding to correspondence, e-mails and recorded telephone messages about external course and clubhouse bookings
- Scheduling external course and clubhouse bookings
- Billing external users for both course and clubhouse usage
- Updating of Club calendar (and uploading it on to the website periodically) and posting current month as notice (as at present)
- Compilation of fixtures and events section of handbook

Council Events Secretary

- Organising Council Frolic and exchange days (in liaison with - or transfer to - Green Committee)

Part-time assistant

- Providing a reliable and regular point of telephone or personal contact (e.g. 9.00-11.00 five days per week) and taking messages where relevant
- Opening and distributing mail

RECRUITMENT

The Secretariat has identified a number of individuals who might undertake the tasks of Assistant Hon Secretary, Membership Officer, Club Calendar Secretary and Council Events Secretary. It has ranked these and proposes to ask the Captain to approach them to request their participation. The Assistant Hon Secretary would need to be elected in March 2008. The Membership Officer might be elected in March 2008 (depending on how the vacancies fall) or at a later AGM.

NB Some of these tasks might be transferred to other positions to match them with individual abilities and preferences. These arrangements would come into effect on 1 April 2008.

Christopher Wood 22 October 2007

APPENDIX 4

Hale Golf Club House Committee Roles, Responsibilities and Succession

1. Objectives
 - 1.1. Manage the Bar in an efficient manner, meeting the needs of members
 - 1.2. Manage the Stewards in their provision of a quality catering service to the Club.
 - 1.3. Manage the House building and facilities.
 - 1.4. Manage the Bar and Catering staff.
 - 1.5. Manage the social event programme
 - 1.6. Manage the H&S programme for the House.
2. Regulatory Responsibilities
 - 2.1. Health and Safety at Work
 - 2.1.1. Staff Safety
 - 2.1.2. Public Safety
 - 2.1.3. Food Safety
 - 2.1.4. Fire Protection
 - 2.2. Disability Rights
 - 2.3. Performing Rights
 - 2.4. Liquor Licence
 - 2.5. Environmental Protection
 - 2.6. Child Protection
 - 2.7. Employee Rights
3. Accountabilities
 - 3.1. Working with the Steward, ensure that Bar supplies are appropriate for the needs of members, and that revenue from the bar is optimised through effective purchasing, sale pricing, and inventory management.
 - 3.2. Ensure that the Stewards provide the Club with an appropriate contracted catering service of the high quality expected by members, and at optimal cost.
 - 3.3. Ensure that the Clubhouse and associated structures including the kitchen are maintained in serviceable and attractive condition, at minimum cost.
 - 3.4. Working with the Steward, ensure that the Bar and Catering Staff are managed in a professional manner through the processes of selection, appointment, training, ongoing employment, and where called for, disciplinary action.
 - 3.5. Working with the Secretary and Greens, compile the annual event programme, and ensure that individual events are effectively managed, with regard to regulatory requirements, appropriate revenue generation, member expectations and Club traditions.
 - 3.6. Ensure that the Club Health and Safety programme is implemented in the House in support of the Council.

4. Organization and Roles
 - 4.1. The House responsibilities are managed by the House Committee, chaired by the House Chairman, who carries overall responsibility, and who reports to the Club Management Committee and Council. He is required to be a member of Council. The House Committee would meet approximately monthly.
 - 4.2. Delegated responsibilities. (Chairman A plus 4 Committee Members B,C,D,E)
 - 4.2.1. Bar Manager
 - 4.2.2. House Facility Manager
 - 4.2.3. Catering Manager
 - 4.2.4. Events Co-ordinator

All of the above would be full members of the House Committee with clear areas of responsibility.

- 4.3. Specific Assignments to Club members as a means of sharing the work load, and of introducing potential future Committee members.
 - 4.3.1. Organizing specific events
 - 4.3.2. Managing specific maintenance or construction projects.
 - 4.3.3. Conducting reviews or studies.
5. Continuity (Ideal)
 - 5.1. After 3 years Chairman A is succeeded by a Committee Member B who has been in office for 1 year.
 - 5.2. B serves for 3 years as Chairman, ie a total of 4 years on the committee. B is required to be a member of Council.
 - 5.3. Members C,D,E serve for 2 or 3 years with one retiring and one newcomer each year. Members C,D, and E do not all need to be members of Council, but questions arise over personal responsibility, liability and insurance for non-members of Council.
6. Recruitment
 - 6.1. Chairman should be an Officer of the Club, and elected for 3 years minimum.
 - 6.2. Two or three members should be Council Members to provide for succession to Chairman
 - 6.3. Remaining one or two members of the House Committee may be but do not need to be members of Council. Where Council members are not available to fill the positions, other Club members, by agreement with Council can be appointed to serve for one year ending at the AGM. By agreement the term may be extended for a further year or more.

KEL/ 18 Oct 2007

Hale Golf Club
House Committee Report to Council
22nd October 2007

14. Health and Safety

- 14.1. The Contract for support for Health and Safety management has been renewed with Citation for 3 years.

15. Clubhouse

- 15.1. Due poor weather conditions through the summer, use of the Clubhouse has been below expectations, and bar profits are below budget.
- 15.2. The Mixed Dinner was held on 21 September for the first time, and was attended by about 50 members. It was considered a success and the intention is to repeat it more than once next year. Guest speakers will be considered.
- 15.3. Quiz night on 17 October was hosted by Chris Wood and was enjoyed by a close to capacity crowd of would-be intellectuals. This success underlines the importance of spacing key club events on the calendar.
- 15.4. Key upcoming events include Dinner to the Captain, Investors' Dinner, Dinner Dance, Family Lunch, and the New Years Eve Ball, together with Gourmet Dinners to the Mac's usual high standard.

16. House Committee

- 16.1. Ceri Hyde has joined the House Committee as an Additional Member.

17. Budgets

- 17.1. The House Major Item Expenditure Plan which was presented to the July Council Meeting has been updated to incorporate comments. In particular the planned expenditure has been split into 3 categories, namely Sustenance (R&R), Capital and Discretionary. It reflects the need to spend about £15,000 per year on sustenance of existing assets, plus from £10,000 to £15,000 per year on Capital additions, although the distinction between these two categories is not clear cut. The Discretionary category has been included to cover the possibility of expanding the Secretary's office and installing a Disabled Toilet. This would probably be carried out in conjunction with a rationalization of the Green Staff facilities.
- 17.2. It is important that this is incorporated into the financial planning for the Club. The revised Plan is attached to this report.
- 17.3. A Proposed Organizational Structure including Roles and responsibilities for the House Committee is attached to this report.

APPENDIX 6

REPORT FROM THE LADIES SECTION 19TH OCTOBER 2007

We held a Turkey Trot Open on Friday 12th October. This was most successful and was efficiently run by some of the ladies. That day the Macs did 150 meals, so the bar must have benefited.

New Ladies for Membership.

Freda Hunt has come down for tea informally on two occasions and has now been formally to Lady Captain's table with her proposer.

Tricia Pathak and Pam Dixon have gone through the formalities and were put in "the book" after the last Council meeting.

Helen Davies has come to an introductory meeting after tea at 5.30 this Thursday October 18th.

We also have Jean Kemp, wife of Alan Kemp, who has started along the path of membership. Sue Bromley has just approached our Ladies Section and Philippa Nichols will propose and Joan Taylor will second her. This brings our membership information up to date.

The Ladies Dinner and Trophy Presentation is to be held on Wednesday November 7th, and the Ladies AGM is on the evening of Wednesday 21st November.

Cally Taylor
Lady Captain