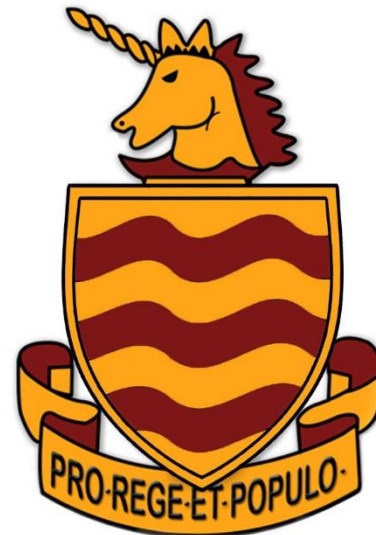


## Tehidy Park Golf Club Governance Framework

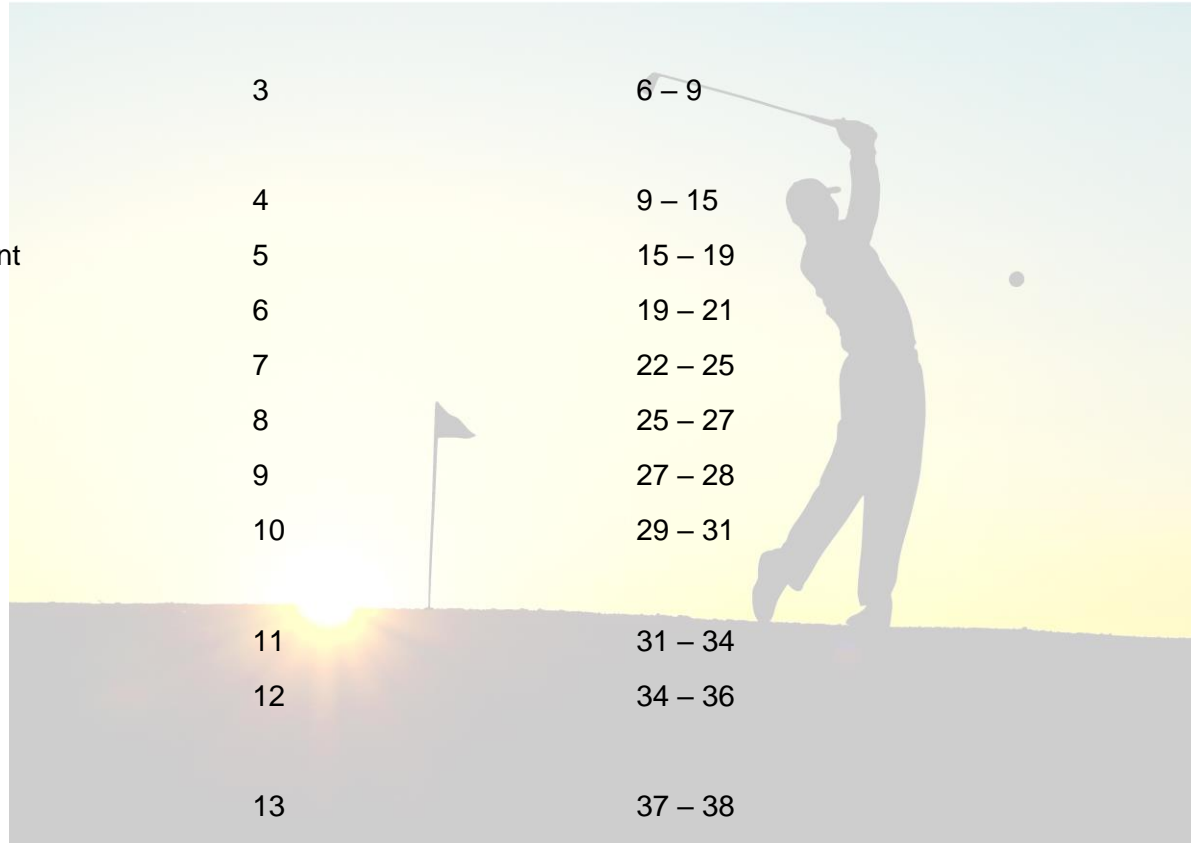


TEHIDY PARK  
GOLF CLUB

***“Putting our members at the heart of all that we do in a clear and accountable structure, where everyone knows what is expected of them.”***

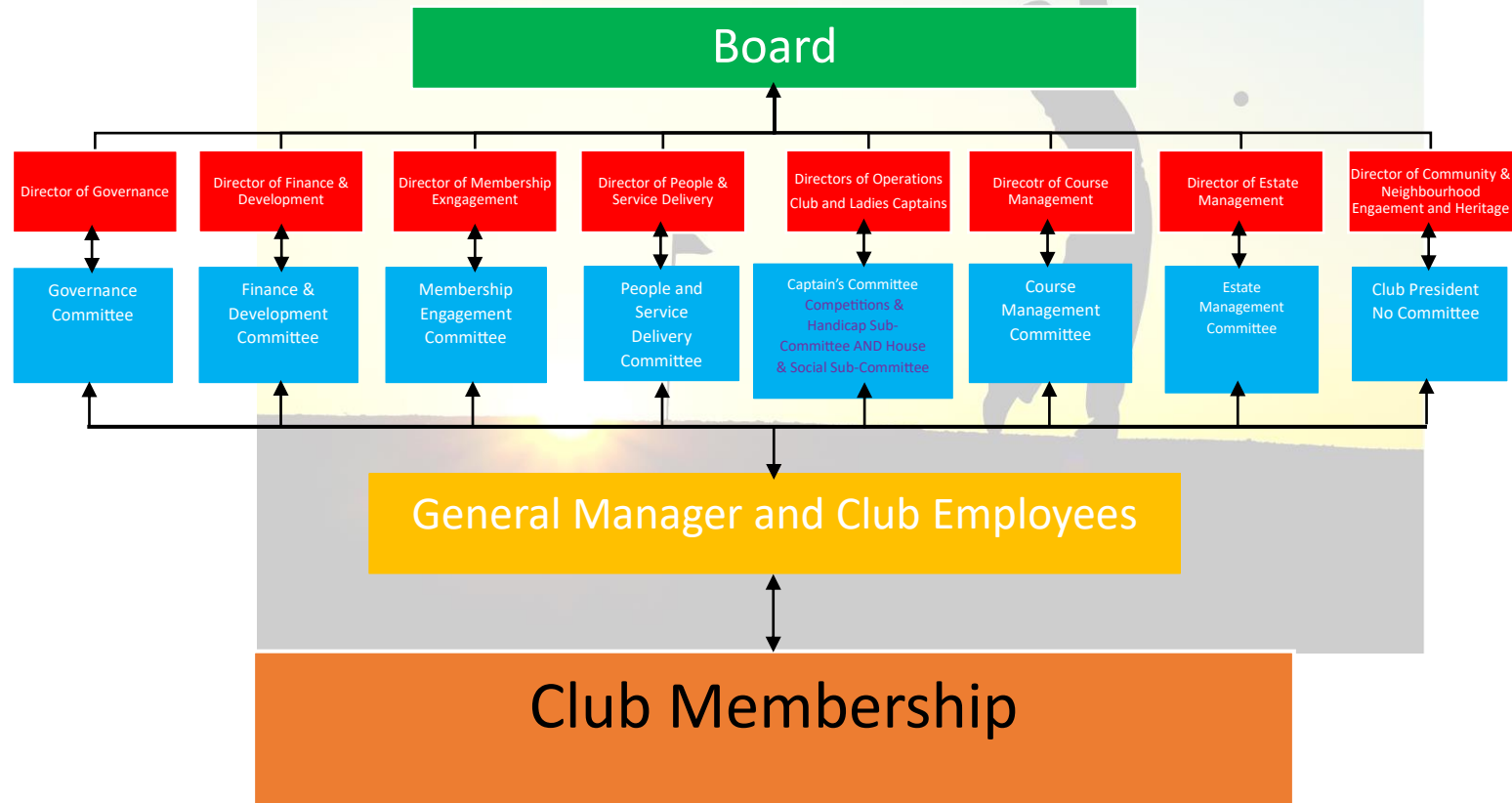
## Table of Contents

<b>Content</b>	<b>Paragraphs</b>	<b>Page Numbers</b>
<b>Governance Chart</b>	1	3
<b>Introduction</b>	2	4 – 6
<b>Board &amp; Committees</b>		
The Board	3	6 – 9
<b>Committees</b>		
Governance Committee	4	9 – 15
Finance & Business Development	5	15 – 19
Membership Engagement	6	19 – 21
People & Service Delivery	7	22 – 25
Course Management	8	25 – 27
Estate Management	9	27 – 28
Captain's Committee	10	29 – 31
<b>Sub-Committees</b>		
Competitions and Handicap	11	31 – 34
House & Social	12	34 – 36
<b>Key Personnel</b>		
General Manager	13	37 – 38
Club President	14	38 – 39
Social Secretary	15	39
<b>Delegation of Decision Making</b>	16	39 - 40
<b>Review of Governance Framework</b>	17	40



## 1.0 The Governance Organisational Chart

- 1.1 The below graphic provides a simple overview of the Club's governance arrangements. There are nine Directors, highlighted in red, seven Standing Committees and two sub-committees, highlighted in blue. The Competitions and Handicap reports to the Captain's Committee. The House & Social Sub-Committees also reports to the Captain's Committee but has close links with the Estate and Membership Engagement Committees. The Club President does not chair a committee. That person is responsible for community & neighbourhood engagement and ensuring the history, heritage and traditions of the Club are considered in any decision making.
- 1.2 Although hierarchical in appearance, the framework is wholly membership driven. Like the Strategic Plan, it is everyone's responsibility to deliver good governance.



## 2.0 Introduction

- 2.1 This document details the governance arrangements of Tehidy Park Golf Club Limited (TPGC), which was incorporated on 21 June 2021. On this date it changed its operating environment from a club run by a committee to one managed by a Company Limited by Guarantee.
- 2.2 The governance arrangements are outlined in a format, which details the roles and responsibilities of individuals and entities within TPGC to ensure that the club is effectively and efficiently managed to deliver its Vision, Mission, and Values, as outlined in its Strategic Plan. It details individual portfolios, terms of references, links to the Strategic Plan, meeting agendas, committee, & sub-committee memberships and, where relevant, headline budget allocations.
- 2.3 The governance structure is approved by the Club's membership. It is managed by the Board of Directors, who will report on its effectiveness at each AGM, recommending any amendments to it for approval by the membership.
- 2.4 It has been designed to *'put our members at the heart of all that we do in a clear and accountable structure, where everyone knows what is expected of them.'* As well as membership approval, its authority derives from the Company's Articles of Association and Club Rules agreed by the membership at the time of incorporation. It sits alongside and directly links to the Club's:
- Strategic Plan
  - Strategic Delivery Plan
  - Financial Operating Model
  - Policies and Procedures
  - Employee Role Profiles.
- 2.5 The guiding principles behind this governance structure is that:
- Directors Direct
  - Committees Oversee
  - Managers Manage
  - Members Enjoy!

2.6 Critical to delivering good governance will be the work undertaken by the Standing Committees under this structure. Each Standing Committee will have:

- A Board Member as its Chair
- Clear Terms of Reference
- Clearly defined links to the delivery of the Strategic Plan
- A Clearly defined membership
- Set meeting dates
- Quorate requirements
- A set agenda to facilitate reporting and delegation of tasks & actions
- An annual budget allocation.

2.7 The Club rules allow for the Board to authorise the creation of committees for the delivery of specific roles or tasks. In addition to the seven Standing Committees, the Board has also authorised the creation of two sub-committees, which report to the Captain's Committee. Apart from the appointment of the Chair, each sub-committee will have all the other components outlined in the preceding paragraph. The two sub-committees are:

- Competitions and Handicap
- House and Social

2.8 The Club rules also allows for the establishment of other committees and societies for the management of particular sections of the Club's membership. These committees represent and have authority over their members. These include the Ladies and Junior sections, the TPEGS and those involved in arranging mixed golf. These committees are expected to report any issues that might impact on the overall governance of the Club to the General Manager at the earliest opportunity. Any membership grouping seeking to be formally recognised as a Section or Society by the Board should apply to become so through the Captain's Committee.

2.9 The governance framework is, by design, detailed and prescriptive in its format at this time. This is because there is so much to do and to ensure that all the work outlined in the Strategic Plan is managed and coordinated. Consequently, for the first few years of the Strategic Plan, there will initially be a lot of meetings and a requirement to recruit more members to participate in running the Club.

- 2.10 The framework will be the subject of an ongoing review and all the meetings and personnel portfolios outlined in this document will be required to continually review their effectiveness. As this new model of governance develops, it will naturally become more based around our Values and the Board and membership will be more comfortable with levels of delegation and decision making. It is probable that several of the committees within the framework will merge, once much of the 'spade work' outlined to be delivered in the first two years in the Strategic Plan has been completed.
- 2.11 Delivering good governance within this framework is based primarily on the operation of the Board and seven Committees. These are supplemented through roles undertaken by the Club's General Manager and President. Details of their roles and responsibilities are highlighted later in this document.
- 2.12 As with all other TPGC key documents, the most up to date copy of this governance framework will be held on the Club's website and every member is encouraged to periodically review them.

## Board and Standing Committees

### 3.0 The Board

#### Terms of Reference

- 3.1 The Board of Directors is the governing body of TPGC. It is responsible for overseeing the overall management, governance, and strategic direction of the club. Its primary function is to act in the best interests of the club and its members.
- 3.2 To be successful in delivering good governance, the Board focuses on setting and monitoring the strategic direction of the club. None of its directors are involved in the day-to-day operational activities of the club. This means that those employed by the club, who are trained to deliver in their roles, are supported and left to manage and deliver the Goals and Initiatives outlined in the Strategic Plan.
- 3.3 The Board is responsible for making decisions on matters related to the club's operations, finances, policies, facilities, and membership. It provides leadership and strategic guidance for the Club into the future, specifically for the duration of this plan. It undertakes this function in general terms by exercising:
- 3.3.1 Oversight – ensuring that the Club's objectives are delivered through the governance framework. It does this by implementing and monitoring the delivery of the Strategic Plan and its objectives and initiatives, other action/delivery plans, rules, policies, budget allocations, structures, and levels of delegations. It oversees sound financial, business and risk management arrangements. And, that these are being managed efficiently and effectively by committees, sections, groups, employees, volunteers, and other stakeholders.

- 3.3.2 Insight – understanding the Club’s history, heritage, and community engagement and balancing that with the prevailing social, economic, environmental, and financial influences that affect its operating environments.
- 3.3.3 Foresight – through continuous membership, neighbour and community engagement, welcome new ideas and innovation. Continually plan for the long term and the next Strategic Plan.

### Board Director Membership and Portfolios

- 3.4 The composition of the Board is regularly reviewed by the Board in line with the company’s Articles of Association and Rules. The Board consists of six elected Directors plus three officers of the club who are designated ex-officio Directors - President, Men and Lady Captains. From their membership, the Directors of the Board will select a Chair and Deputy Chair.
- 3.5 Directors are selected from the club’s membership and based on ensuring there is a broad and strong mix of skills, experience, and availability. While having specific director portfolios is preferable, and the Board will look to always have this in place, it might not always be possible to do so. There may be occasions when the Board facilitates the recruitment of a director/s without a specific portfolio or an advisor/s who is not a director but with a required specific skill set. There may also be occasions when a director temporarily has more than one portfolio or one is divided up and/or shared with others. Other members or postholders within this framework may be invited to undertake a function or position on behalf of the Board.
- 3.6 Subject to the commentary in the preceding paragraph, and for the duration of the current Strategic Plan, the Board will seek to have the following portfolios:
- Director of Membership Engagement
  - Director of Course Management
  - Director of Estate Management
  - Director of Finance and Business Development
  - Director of People and Service Delivery
  - Director of Governance

- Directors of Golf Operations – the Club/Ladies Captains
- Director of Community & Neighbourhood Engagement and Heritage – Club President.

3.7 The General Manager will attend all Board Meetings as the Company Secretary and to present their update reports. The General Manager does not have voting rights. The Men and Lady Vice-Captains will attend Board meetings as observers with no voting rights to help in their transition to becoming captains, the following year.

3.8 A Director will chair one of the Standing Committees identified in this document.

#### Links to Strategic Plan

3.9 The Board is responsible for the delivery of all aspects of the Strategic Plan.

#### Meeting Frequency

3.10 The Board is formally required to hold at least four meetings each year. For the duration of the current Strategic Plan, the Board will meet at least Bi-Monthly.

#### Quorum

3.11 Five members are required for a quorum.

#### Agenda Headings

3.12 Unless directed otherwise by the Chair, the agenda for Board meetings will follow the following format:

- Welcome - Chair
- Apologies – Chair
- Declarations of Interest - Chair
- Minutes of previous meeting - Chair
- Matters arising from previous meeting/s - Chair



● General Manager's Update:

To include reporting on (Detailing those items requiring a decision or approval and those that are for noting):

- a) Any Urgent actions taken outside of the Board/Committee Cycle
  - b) Standing Committees if relevant (with input from the relevant Director/s)
    - Membership Engagement, Communications and Marketing
    - Course Management
    - Estate Management
    - Finance and Business Development
    - HR and Service Delivery
    - Governance
    - Golf Operations -Captain's Committee
    - Heritage and Community & Neighbourhood Engagement.
  - c) Membership Issues
  - d) Staffing issues
  - e) Progress in relation to the Strategic Plan
    - Board delivery schedule links
    - Standing Committees delivery schedule links
    - Additions/deletions from Plan
  - f) Progress in relation to the Budget. To include:
    - Current financials
    - Progress against high level budget allocations.
  - g) Governance Framework
  - h) Correspondence of relevance to the Board
  - i) AOB the General Manager wants to bring to the attention of the Board.
- Board AOB (previously notified to the Chair)
  - Review Meeting Effectiveness
  - Dates of Club meetings before the next Board meeting
  - Date of next meeting.

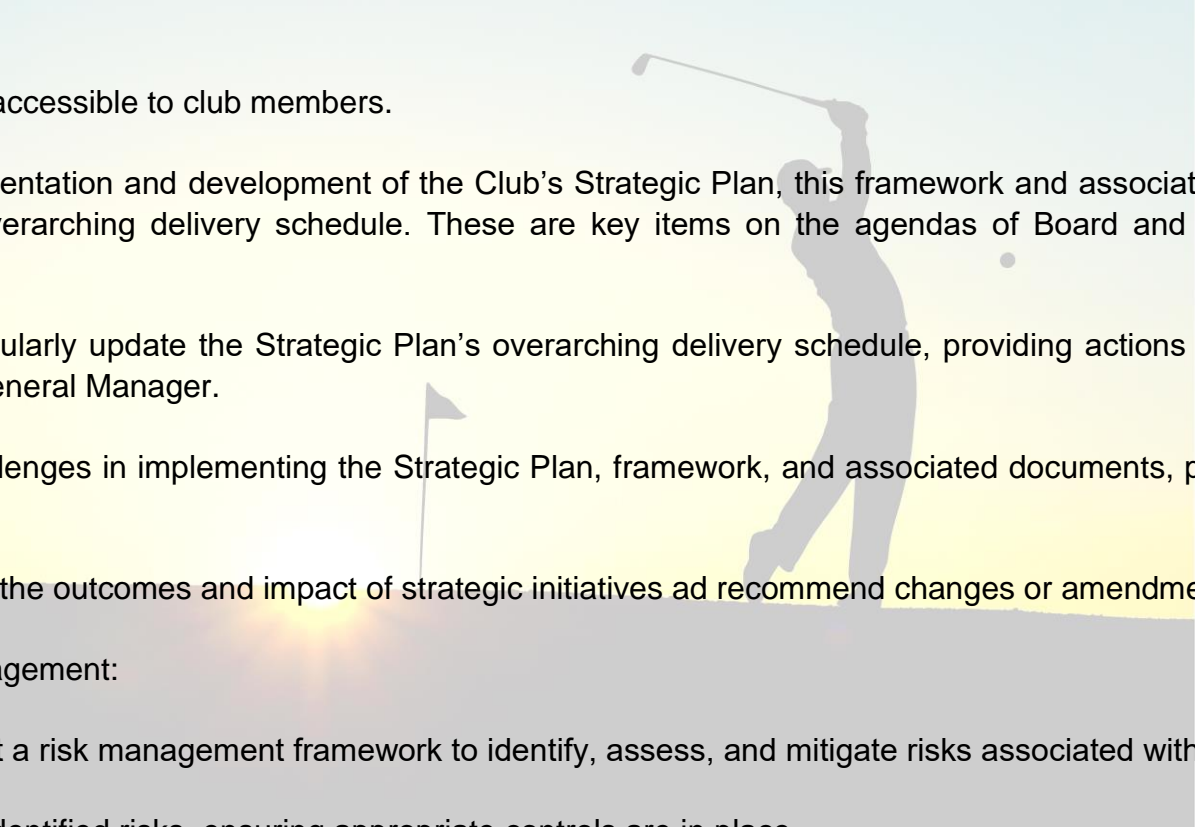
Budget Allocation

3.13 The budget allocation for the work of the Board to year end includes corporate administration budget lines. It is £161,500.

## 4.0 Governance Committee

### Terms of Reference

- 4.1 The Governance Committee will be responsible for delivering effective governance, developing and reviewing policies and overseeing the implementation & development of the Club's Strategic Plan, this framework and associated delivery schedules. In addition, it will develop robust risk management, ICT and performance monitoring & evaluation processes. It will also coordinate the development of communication, marketing and branding initiatives. The Committee aims to promote openness, transparency and accountability, and the successful delivery of the Club's Vision, Strategic Goals and Values.
- 4.2 In relation to effective governance:
- 4.2.1 Ensure compliance with applicable legal and regulatory requirements in relation to the Club's operations. To include (not exhaustive):
- Companies House
  - Health and Safety
  - Safeguarding
  - Data Protection
  - HR
  - Golf England requirements.
- 4.2.2 Regularly review and recommend improvements to the Club's governance framework, including Articles of Association, Rules and Board policies.
- 4.2.3 Monitor and evaluate the effectiveness of the Board of Directors and its Committees.
- 4.2.4 Provide support to the Board and General Manager on matters of governance, ethics and conflicts of interest.
- 4.3 In relation to policy development and review:

- 
- 4.3.1 Develop and maintain a comprehensive policy framework that covers all aspects of the Club's operations, including membership, finance, and human resources.
  - 4.3.2 Create, review, update, and revise as necessary, all club policies.
  - 4.3.3 Ensure policies are aligned with legal requirements, industry best practice, and the Club's strategic objectives. Ensure all policies are being complied with.
  - 4.3.4 Ensure all policies are accessible to club members.
  - 4.4 Overseeing the implementation and development of the Club's Strategic Plan, this framework and associated documents is achieved via the Strategic Plan's overarching delivery schedule. These are key items on the agendas of Board and all committee meetings. This committee will:
    - 4.4.1 Create, review and regularly update the Strategic Plan's overarching delivery schedule, providing actions and updates to the Board, all Committees and the General Manager.
    - 4.4.2 Identify barriers or challenges in implementing the Strategic Plan, framework, and associated documents, proposing solutions to address them.
    - 4.4.3 Evaluate and report on the outcomes and impact of strategic initiatives and recommend changes or amendments as needed.
  - 4.5 In relation to Risk Management:
    - 4.5.1 Develop and implement a risk management framework to identify, assess, and mitigate risks associated with the Club's operations.
    - 4.5.2 Monitor and report on identified risks, ensuring appropriate controls are in place.
    - 4.5.3 Regularly review insurance coverage to ensure they align with the risk management framework.
    - 4.5.4 Ensure the creation, development, and review of a financial operating model that includes:

- Annual business planning
- Regular situational analysis and benchmarking against other clubs
- A robust control approach across all financial activities at the Club
- Budget allocations and accountability
- The development of a capital replacement and/or reserve fund plan.

4.5.5 Develop and regularly review the Club's approach to Business Continuity and ensure that there are appropriate contingency plans in place.

4.6 Ensure the effective management of ICT resources and infrastructure, which is crucial for ensuring efficient and effective operational activities across all aspects of the Club's operations. Doing so, improves communication and leads to improved membership satisfaction. This will be achieved by:

4.6.1 Identifying and addressing ICT issues promptly and efficiently.

4.6.2 Ensuring the effective use of technology resources and infrastructure.

4.6.3 Enhancing communication and information sharing across the Club's caterers and golf professional businesses and its employees.

4.6.4 Ensuring there are processes in place to counter cybersecurity issues by maintaining the security & integrity of club data, and its:

- Website
- Servers, networking and associated infrastructure
- Hardware
- Software application
- Social media platforms
- Apps, including online booking, information, membership engagement and payment systems
- Email services
- Telephone systems
- Licences.

4.6.5 Ensuring compliance in relation to data protections legislation, particularly in relation to management and security.

4.6.6 Monitoring ICT training delivery for all employees.

4.6.7 Developing an ICT use policy that includes clear lines of responsibility, usage, data protection, and acceptable use.

4.7 In relation to performance monitoring and evaluation:

4.7.1 Develop and monitor performance indicators that will effectively monitor the achievement of the goals and initiatives in the Strategic Plan.

4.7.2 Regularly review and assess this governance framework.

4.8 The Committee will oversee the Club's communication, marketing and branding initiatives. It will:

4.8.1 With the General Manager, our caterers and golf professional, develop and implement effective communication, marketing, and branding strategies to promote the activities and services offered by the club, specifically considering:

- Developing a comprehensive communications and marketing plan that aligns with the Club's Vision and Mission
- Create and manage the club's brand identity, ensuring consistency across all communication channels
- Develop and maintain the club's website, social media platforms, and other digital channels with a view to enhancing and influencing the club's Vision and Mission
- Produce and distribute regular updates to members
- Developing membership engagement forums, focus groups, and surveys
- Develop promotional brochures, flyers, and posters to promote club events, services and membership
- Coordinate with other committees and staff to gather relevant information and content for communication purposes
- Monitor and analyse the effectiveness of communication and marketing initiatives, adjusting approaches as necessary
- Conduct market research and competitor analysis to provide opportunities for improvements and stay up to date with industry trends
- Collaborate with local media outlets to enhance the club's visibility in local residential and business communities
- Organise and promote special events, tournaments, and membership drives
- Manage relationships with all stakeholders to identify mutually beneficial marketing and communication opportunities
- Allocate resources, within the approved budget, for communication and marketing activities.

## Links to Strategic Plan

4.9 The Committee is responsible for ensuring that all the objectives and initiatives in the Strategic Plan are being effectively overseen as outlined in this framework document. In addition, it has the following specific oversight responsibilities:

- GOV01 & 02, 05, & 10 – 15
- POL01 & 02, 4 – 06 & 08 – 13

## Membership

4.10 The Director of Governance has the authority to determine the membership of this Committee, but it should include members with relevant backgrounds.

## Meeting Frequency

4.11 The committee will meet at least quarterly as most of its work can be progressed outside a meeting environment.

## Quorate Requirements

4.12 Three committee members

## Agenda

4.13 The Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Board in relation to Governance
- Update on Strategic Plan actions
- Actions or Issues relating to Effective Governance
- Actions or issues relating to Policy Development and Review
- Actions or Issues relating to overseeing the Implementation and Development of the Strategic Plan, Governance Framework and associated documents
- Actions or issues relating to Risk Management

- Actions or issues relating to ICT
- Actions or issues relating to Performance Monitoring
- Actions or issues relating to Communications, Marketing or Branding
- Progress against budget
- Issues to be referred to other committees or the Board
- AOB
- Confirmation of items to be referred to EDI
- Review Meeting Effectiveness
- Date of next meeting.

#### Budget Allocation

4.14 The budget allocation for the work of the Board to year end is £ 16,400.

### **5.0 Finance and Business Development Committee**

#### Terms of Reference

5.1 The Finance and Business Development Committee is responsible for overseeing the financial management, revenue generation, business growth opportunities for the club, and financial reporting and compliance. In addition, it will be responsible for developing initiatives to ensure there are enough capital reserves to meet known and anticipated large-scale projects, including course irrigation, clubhouse upgrading, maintenance & refurbishment, and greenkeeping working environs. It will do this by creating an environment and forum that is mutually beneficial for the three businesses that fall under the umbrella of TPGC - catering, golf professional, and the Club itself.

5.2 In relation to financial management:

5.2.1 Develop and monitor the annual budget for the Club, including revenue projections, expense allocations and financial targets.

5.2.2 Review and analyse financial statements, reports, and other financial documents to ensure accuracy and compliance.

5.2.3 Provide recommendations to the Board on financial policies, procedures, and controls.

5.2.4 Monitor financial performance, cash flow, and financial risks.

5.2.5 To protect the reputation and any potential liability to TPGC, monitor the compliance of linked or associated businesses in relation to financial management, including statutory reporting.

5.2.6 Ensure the creation, development, and review of a financial plan that includes:

- Annual business planning
- Regular situational analysis and benchmarking against other clubs
- A robust control approach across all financial activities at the Club
- Budget allocations and accountability
- The development of a Capital Replacement and/or reserve fund plan

5.3 In relation to revenue generation:

5.3.1 Identify and explore opportunities for increasing revenue streams for the Club, including mutually beneficial opportunities with our linked catering and golf professional businesses.

5.3.2 Develop initiatives to maximise revenue from membership fees, green fees, tournaments, conferencing, events, house & social activities, advertising, and our wider estate assets.

5.3.3 Review and monitor pricing structures, promotional offers, and membership packages to attract and retain members and guests.

5.3.4 Explore and develop partnership and sponsorship opportunities to enhance revenue generation.

5.4 In relation to business development:

5.4.1 Focus on developing all three businesses with a common aim.

5.4.2 Identify and evaluate potential business opportunities that align with the Club's Vision and Strategic Objectives.

5.4.3 Look at opportunities to identify new potential venture markets and membership segments.



- 5.4.4 Explore opportunities to develop business relationships and expansion opportunities with external stakeholders and potential partners.
- 5.5 In relation to financial reporting and compliance:
- 5.5.1 Ensure timely and accurate financial reporting, including regular financial statements, budgets, and cashflow projections.
- 5.5.2 Monitor compliance with legal requirements, regulations, and accounting standards.
- 5.5.3 Oversee internal controls and risk management practices to safeguard the Club's assets and financial integrity.
- 5.5.4 Work with external auditors during annual audits and provide necessary documentation and information.
- 5.6 In relation to generating cash reserves, review all identifiable options that include one or a combination of:
- 5.6.1 Top slicing membership fees or specific budget headings.
- 5.6.2 Apportioning specific revenue streams for specific projects e.g.
- income from locker hire for locker refurbishments
  - club catering paybacks for clubhouse refurbishment
  - conferencing income for conference room enhancements
  - internal onscreen advertising to pay for subscribe TV channels (Sky).
- 5.6.3 Bidding for funding opportunities for specific projects like the National Lottery, Levelling Up schemes, Golf England.
- 5.6.4 Proactive engagement with utility companies in relation to potential rental income from solar, wind, cellular, charging points and the like.
- 5.6.5 Increase revenue streams by offering new services, facilities, or amenities.
- 5.6.6 Reduce unnecessary costs (without compromising quality or membership experience) and direct savings into capital reserves.
- 5.6.7 Seek alternative sources of funding like loan/s, grants, donations, sponsorship deals.

5.6.8 Sell off Club assets e.g. the residential property at Portreath.

### Links to Strategic Plan

5.7 The following actions outlined in the Strategic Plan Overarching Schedule relate to the work of this committee:

- GOV07 – 9
- CWE01
- CPP01.

### Committee Membership

5.8 The committee should include individuals with expertise or experience in finance, accounting, business management, and other relevant areas. The Chair of this Committee has the authority to co-opt members onto it as and when required to meet its terms of reference. Standing members of the committee are the:

- Director of Finance and Business Development
- Owner of our retained catering business
- Golf Professional
- General Manager
- Social Secretary
- Members appointed by the Committee Chair who between them have finance, accountancy, banking, and business management backgrounds.

### Meeting Frequency

5.9 The committee will meet quarterly.

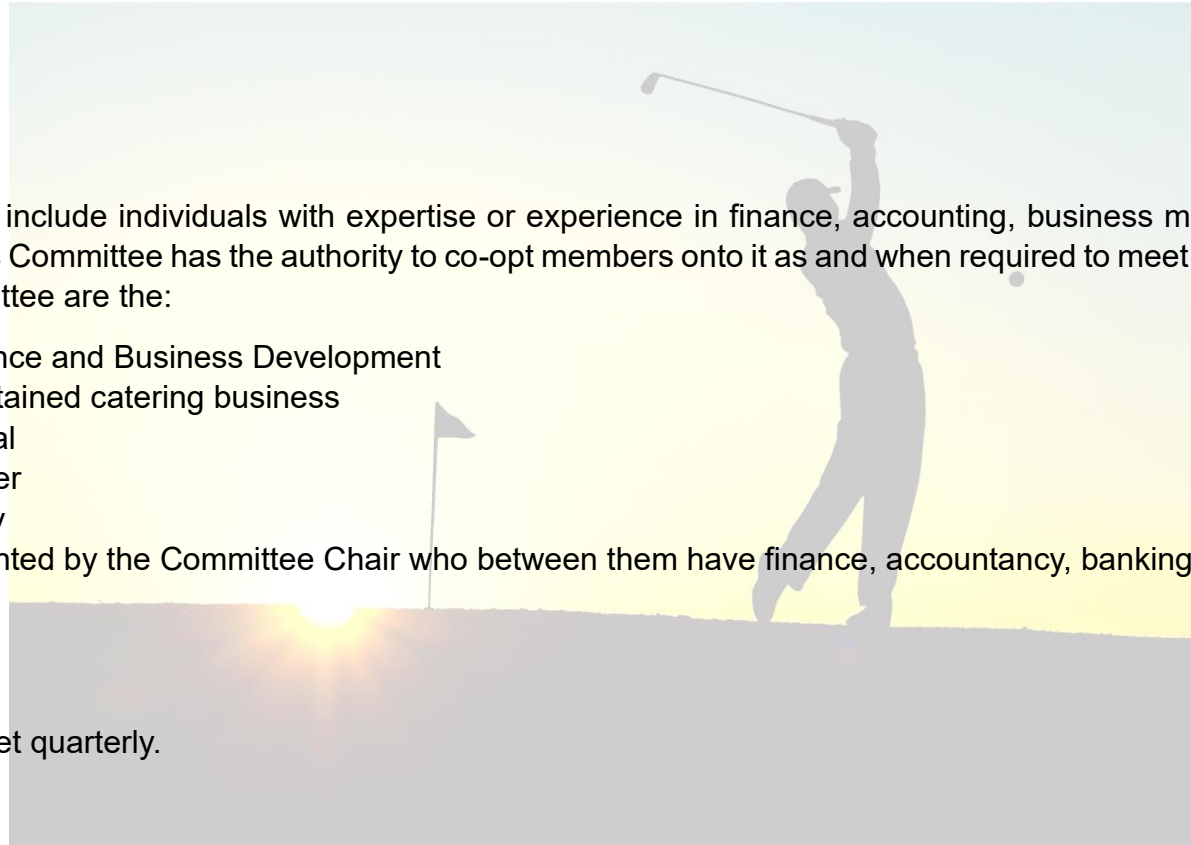
### Quorate Requirements

5.10 Four committee members

### Agenda

5.11 The Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome



- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Board in relation to Finance and Business Development
- Update on Strategic Plan actions
- Actions or Issues relating to financial management
- Actions or issues relating to revenue generation
- Actions or Issues relating to business development
- Actions or issues relating to financial reporting and compliance
- Actions or issues relating to generating cash reserves
- Progress against budget
- AOB
- Confirmation of items to be referred to other committees or the Board
- Review Meeting Effectiveness
- Date of next meeting.

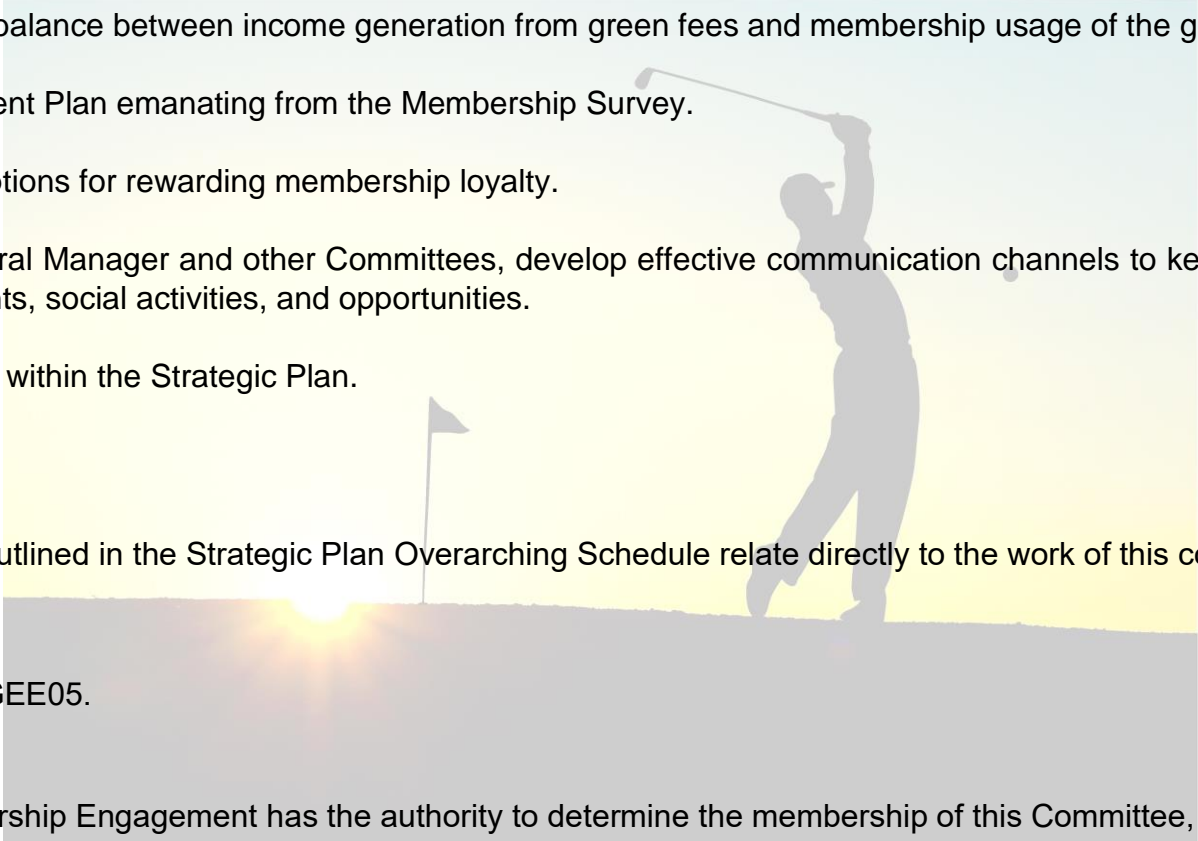
#### Budget Allocation

5.12 The budget allocation for the work of the Finance and Development Committee to year end is £5,300.

## **6.0 Membership Engagement Committee**

#### Terms of Reference

- 6.1 The Membership Engagement Committee is responsible for enhancing the overall membership experience and promoting a sense of community within the Club. It aims to engage and retain current members, attract new members, and foster a welcoming and inclusive environment for members, visitors, and other stakeholders.
- 6.2 Through the creation and analysis of datasets and membership satisfaction surveys, develop initiatives that will lead to an improved membership participation and experience, particularly in relation to recruitment and retention, maximising the use of the golf course, club house and other amenities.

- 
- 6.3 Develop, review, and monitor a new member induction programme. Where members choose to leave the club, understand their reasons and where possible, develop initiatives to increase retention rates.
  - 6.4 Review and develop, where necessary, membership categories that balances income generation with creating a rewarding membership experience for all.
  - 6.5 Continually review the balance between income generation from green fees and membership usage of the golf course.
  - 6.6 Manage the Improvement Plan emanating from the Membership Survey.
  - 6.7 Review and develop options for rewarding membership loyalty.
  - 6.8 Working with the General Manager and other Committees, develop effective communication channels to keep members informed about club news, golfing events, social activities, and opportunities.
  - 6.9 All other areas outlined within the Strategic Plan.

#### Links to Strategic Plan

- 6.10 The following actions outlined in the Strategic Plan Overarching Schedule relate directly to the work of this committee:
  - POL17 - 19
  - MEM01- 05
  - GEE01 – 03 & GEE05.

#### Committee Membership

- 6.11 The Director of Membership Engagement has the authority to determine the membership of this Committee, but consideration should be given to including:
  - Director of Membership Engagement
  - Club President
  - Vice-Captains
  - Up to three members

## Meeting Frequency

6.12 The committee will meet quarterly.

## Quorate Requirements

6.13 Four committee members

## Agenda

6.14 The Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Declarations of Interest
- Apologies
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Board in relation to membership engagement
- Update on Strategic Plan actions
- Membership reviews update
- Progress against budget
- AOB
- Confirmation of items to be referred to other committees or the Board
- Review Meeting Effectiveness
- Date of next meeting.

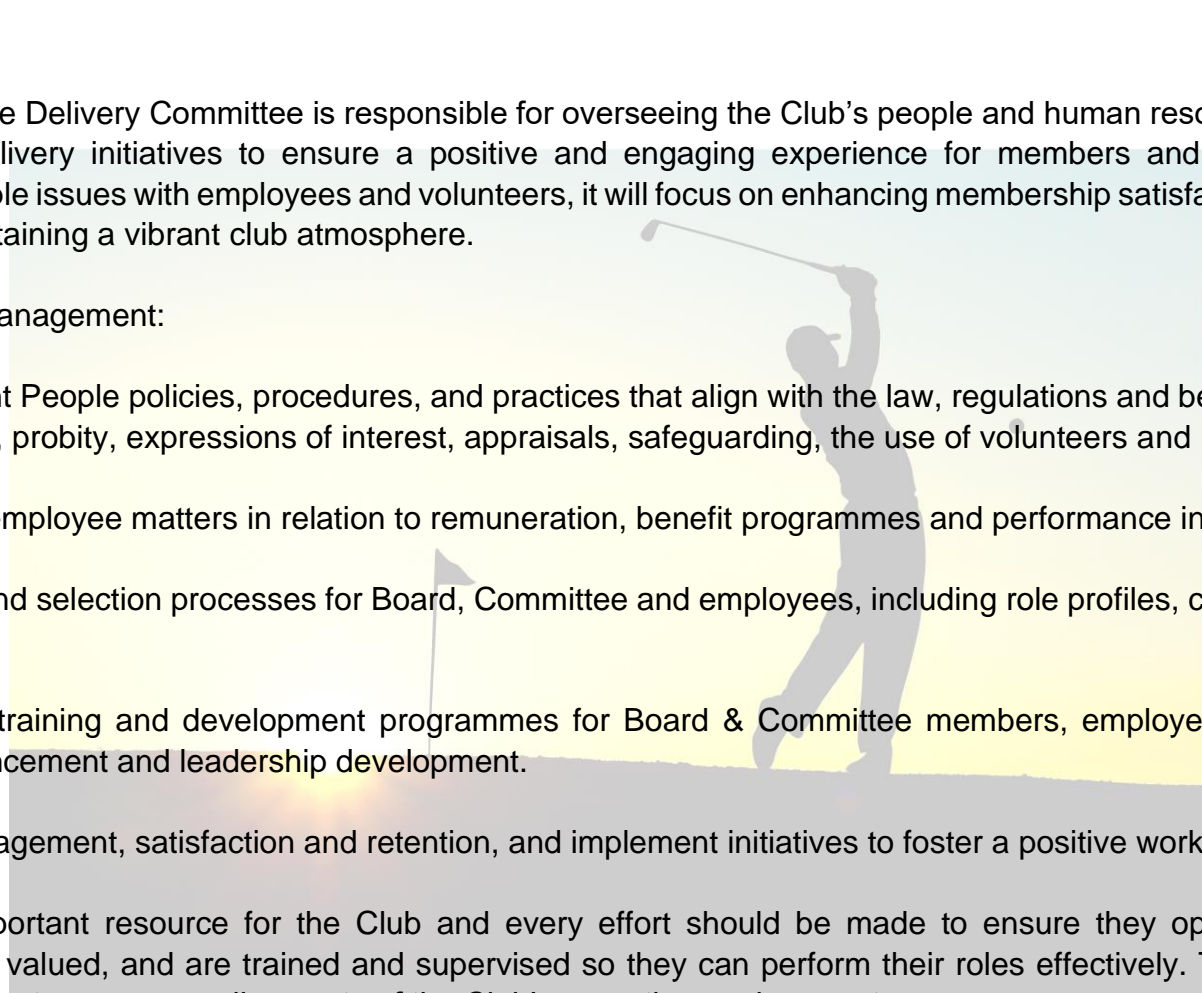
## Budget Allocation

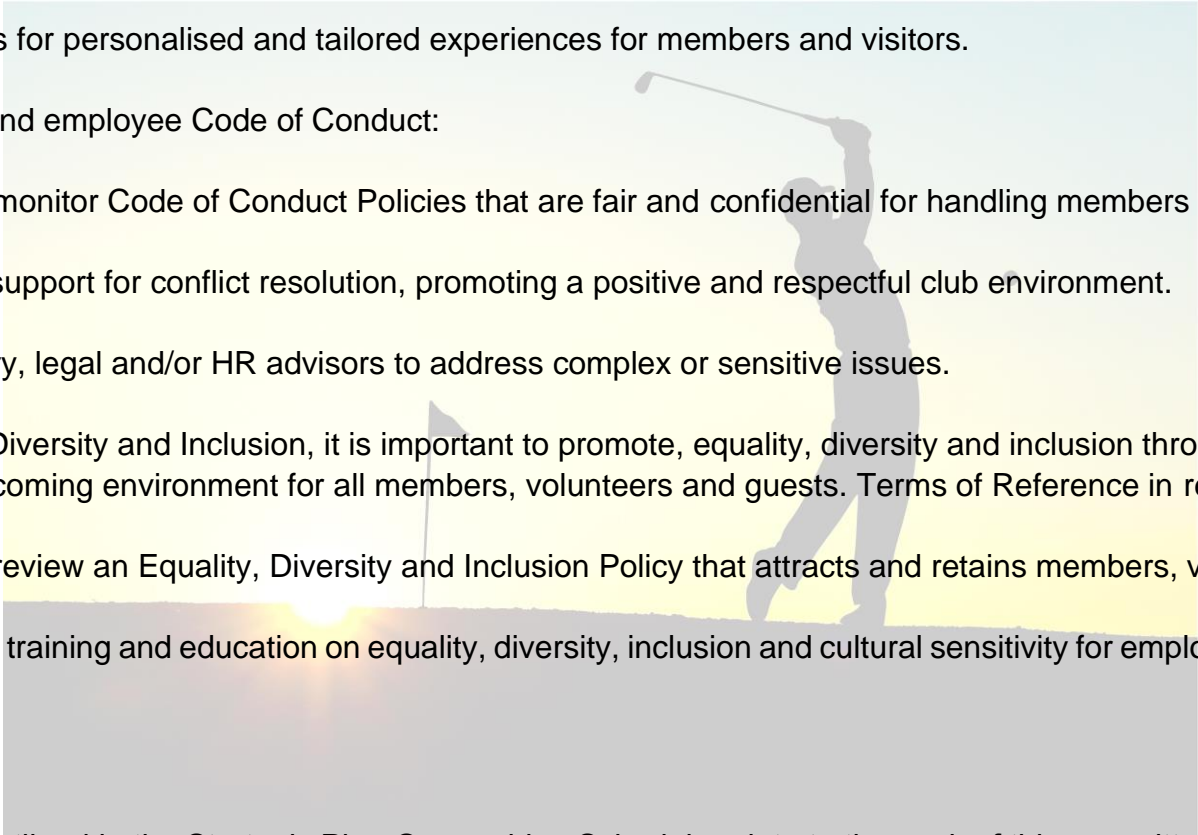
6.15 The budget allocation for the work of the Membership Engagement Committee to year end is £1.



## 7.0 People and Service Delivery Committee

### Terms of Reference

- 
- 7.1 The People and Service Delivery Committee is responsible for overseeing the Club's people and human resources management as well as developing service delivery initiatives to ensure a positive and engaging experience for members and visitors. In addition to being responsible for all People issues with employees and volunteers, it will focus on enhancing membership satisfaction, strengthening employee engagement and maintaining a vibrant club atmosphere.
- 7.2 In relation to People Management:
- 7.2.1 Develop and implement People policies, procedures, and practices that align with the law, regulations and best practice. Policies to include (but not limited to) EDI, probity, expressions of interest, appraisals, safeguarding, the use of volunteers and Board & Committee selection.
  - 7.2.2 Be responsible for all employee matters in relation to remuneration, benefit programmes and performance incentives.
  - 7.2.3 Oversee recruitment and selection processes for Board, Committee and employees, including role profiles, candidate screening, interviews and reference checks.
  - 7.2.4 Coordinate induction, training and development programmes for Board & Committee members, employees, including apprenticeships, mentoring, skills enhancement and leadership development.
  - 7.2.5 Monitor employee engagement, satisfaction and retention, and implement initiatives to foster a positive work environment.
- 7.3 Volunteers are an important resource for the Club and every effort should be made to ensure they operate within a safe & secure environment, they feel valued, and are trained and supervised so they can perform their roles effectively. The Committee should look to increase the use of volunteers across all aspects of the Club's operating environment.
- 7.4 In relation to Customer Service Delivery, the Strategic Plan highlights the intention to establish and promote a culture of exceptional customer service throughout the Club. Terms of Reference in relation to this include:

- 
- 7.4.1 Developing and implementing customer service standards, policies and procedures.
- 7.4.2 Monitoring and assessing customer satisfaction levels through surveys, other feedback and regular communication channels.
- 7.4.3 Implementing initiatives to continuously improve customer service delivery, including training programmes and relevant accreditations.
- 7.4.4 Identifying opportunities for personalised and tailored experiences for members and visitors.
- 7.5 In relation to Member and employee Code of Conduct:
- 7.5.1 Produce and regularly monitor Code of Conduct Policies that are fair and confidential for handling members and employee grievances.
- 7.5.2 Provide guidance and support for conflict resolution, promoting a positive and respectful club environment.
- 7.5.3 Utilise, where necessary, legal and/or HR advisors to address complex or sensitive issues.
- 7.6 In relation to Equality, Diversity and Inclusion, it is important to promote, equality, diversity and inclusion throughout all aspects of the Club, ensuring there is a welcoming environment for all members, volunteers and guests. Terms of Reference in relation to this include:
- 7.6.1 Produce and regularly review an Equality, Diversity and Inclusion Policy that attracts and retains members, visitors and employees.
- 7.6.2 Deliver a programme of training and education on equality, diversity, inclusion and cultural sensitivity for employees, and Board & Committee members.

#### Links to Strategic Plan

- 7.7 The following actions outlined in the Strategic Plan Overarching Schedule relate to the work of this committee:
- GOV03 & 04
  - POL 03, 07, 15, 16 & 23
  - MEM03
  - CFH 01 & 02.

## Committee Membership

7.8 The Director of People and Service Delivery has the authority to determine the membership of this Committee, but consideration should be given to including:

- Director of People and Service Delivery
- Caterers and Bar Manager
- Golf Professional
- A member of the House & Social Sub-Committee.

## Meeting Frequency

7.9 The committee will meet quarterly.

## Quorate Requirements

7.10 Four committee members

## Agenda

7.11 The Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Board in relation to People and Service Delivery
- Update on Strategic Plan actions
- Actions or Issues relating to People Management
- Actions or issues relating to Volunteers
- Actions or Issues relating to Customer Service Delivery
- Actions or issues relating to Complaints, Grievance Handling and Conflict Resolution
- Actions or issues relating to EDI
- Progress against budget
- Issues to be referred to other committees or the Board



- AOB
- Review Meeting Effectiveness
- Date of next meeting.

### Budget Allocation

7.12 The budget allocation for the work of the People and Service Delivery Committee to year end is £1,200.

## **8.0 Course Management Committee**

### Terms of Reference

- 8.1 The Course Management Committee is responsible for overseeing the management, maintenance, and improvement of the golf course.
- 8.2 Ensuring there is a quality, well maintained, and presented golf course that provides an enjoyable and challenging experience for golfers of all ages, gender, and abilities. Ensuring there is a balance between maintaining the best possible playing surfaces throughout the year with the demands of our membership to be able to play year-round golf.
- 8.3 Monitor the delivery of the objectives and initiatives outline in the Strategic Plan, including:
- 8.3.1 Develop the best possible practice and teaching facilities.
- 8.3.2 Maintain detailed course programmes for its development, maintenance, administration, and environmental management.

### Links to Strategic Plan

- 8.4 The following actions outlined in the Strategic Plan Overarching Schedule relate to the work of this committee:
- CC01 – CC09
  - CMD01 – 11
  - CHV01 – 06
  - CWE01
  - CPP01

## Committee Membership

8.5 The Director of Course Management has the authority to determine the membership of this Committee, but consideration should be given to including:

- Director of Course Management
- General Manager
- Course Manager
- Golf Professional
- Men and Lady Captains
- Up to three members with experience of course management.

## Meeting Frequency

8.6 The committee will meet at least quarterly.

## Quorate Requirements

8.7 Four committee members.

## Agenda

8.8 The Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Board in relation to the Course
- Update on Strategic Plan actions
- Actions or Issues relating to the course
- Progress against budget
- AOB
- Confirmation of items to be referred to other committees or the Board
- Review Meeting Effectiveness



- Date of next meeting.

### Budget Allocation

8.9 The budget allocation for the work of the Course Management Committee to year end is £92,100.

## **9.0 Estate Management Committee**

### Terms of Reference

9.1 The Estate Management Committee is responsible for overseeing the management, maintenance, and improvement of the clubhouse and estate facilities, ensuring the optimal functioning and enhancement for the enjoyment of club members.

9.2 Monitor the delivery of the objectives and initiatives outline in the Strategic Plan, including:

9.2.1 Review and develop member and staff facilities and amenities in relation to the clubhouse and wider estate.

9.2.2 Creating a safe, high-quality hospitality venue for members, visitors, local communities, neighbours, and other stakeholders.

9.2.3 Review, undertake a cost-benefit analysis and implement recommendations in relation to the club's residential property at Portreath.

### Links to Strategic Plan

9.3 The following actions outlined in the Strategic Plan Overarching Schedule relate to the work of this committee:

- POL22
- CHV01 – 06
- CWE01
- CPP01.

### Committee Membership

9.4 The Director of Estate Management has the authority to determine the membership of this Committee, but consideration should be given to including:

- Director of Estate Management
- General Manager

- Social Secretary
- Up to three members with relevant experience

### Meeting Frequency

9.5 The committee will meet at least quarterly.

### Quorate Requirements

9.6 Three committee members

### Agenda

9.7 The Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Board in relation to the Estate
- Update on Strategic Plan actions
- Actions or issues relating to the clubhouse
- Actions or Issues relating to the wider estate
- Progress against budget
- AOB
- Confirmation of items to be referred to other committees or the Board
- Review Meeting Effectiveness
- Date of next meeting.

### Budget Allocation

9.8 The budget allocation for the work of the Estate Management Committee to year end is £10,500.



## 10.0 Captain's Committee

### Terms of Reference

- 10.1 The Captain's (Operational) Committee plays a significant role in overseeing and managing all golfing and social activity at the Club. It is responsible for the operational delivery of these activities and ensuring that every effort is made to enhance membership experience, promote camaraderie, and ensure the smooth operation of these activities. It is the only Committee mandated in the Club Rules, whereas the other committees in this governance framework have been formed by the Board to help ensure the delivery of the Strategic Plan.
- 10.2 The Captain's Committee is a forum that ensures the views and needs of individual members, sections, societies, volunteers, and other groupings are represented in the operational management and governance arrangements of the Club. It has the mandate to arrange meetings, focus groups and surveys to this end. It oversees the implementation of any trial initiatives, e.g. course layout and changes in club competition rules.
- 10.3 It oversees the organisation and management of member and open golf events, competitions, teams, ensuring golfing activities are available for everyone with different abilities.
- 10.4 It supports participation in county, regional and national competitions and those members playing representative golf.
- 10.5 It is responsible for ensuring that handicaps are effectively managed in accordance with Golf England requirements.
- 10.6 The Committee is also responsible for ensuring that everyone is treated with respect. It ensures that the values and standards of the Club and good golfing etiquette are monitored and upheld. If requested by the Board it will deal with any matters of discipline in relation to members, staff, or visitors.
- 10.7 It has oversight of all social activities and entertainment undertaken to enhance membership experience.
- 10.8 In help achieving these goals, it oversees sub-committees in relation to:
- Competitions and Handicaps
  - House and Social.
- 10.9 The operation of these sub-committees is outlined at paragraphs 11 and 12 in this document.

## Links to Strategic Plan

10.10 Due to its operational terms of reference, the Committee can review, having received the consent of the Board, any of the actions outlined in the Strategic Plan Overarching Schedule. In addition, it has oversight of the following actions:

- POL18 & 20
- CMD 7
- CFH3
- GEE04 -09.

## Membership

10.11 The Committee will consist of:

- Director of Operations – Club Captain & Chair
- Director of Operations - Lady Captain
- Club President
- Vice-Captains
- Club Social Secretary
- Up to five members representing a cross-section of the membership – three year tenure.

## Meeting Frequency

10.12 The committee will meet at least bimonthly.

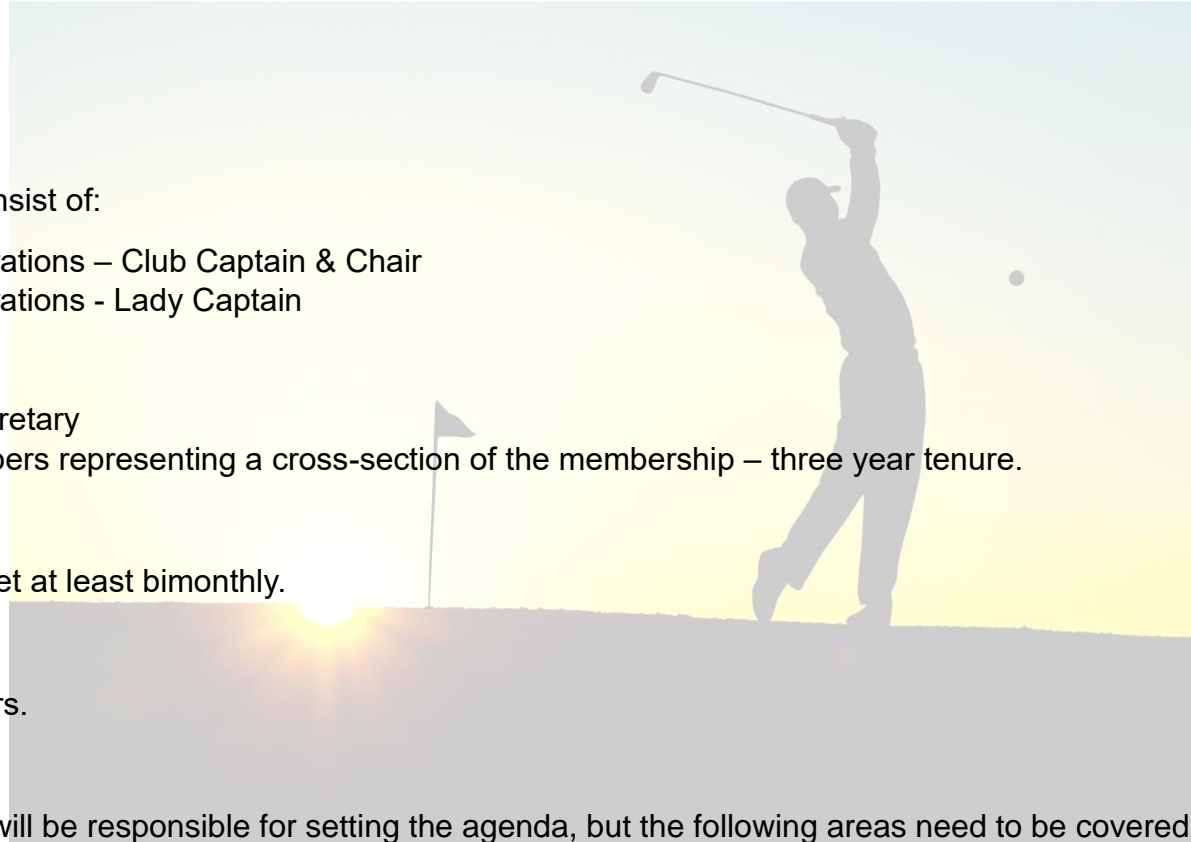
## Quorate Requirements

10.13 Six committee members.

## Agenda

10.14 The Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s



- Directions from Board in relation to operational issues
- Update on Strategic Plan actions delegated to Committee
- Update on other Strategic Plan actions approved by Board
- Actions or Issues relating to Membership feedback, including correspondence, meetings, focus groups or surveys
- Actions or issues from individual or groups of members
- Actions or Issues relating to ongoing or intended trial initiatives
- Actions or issues relating to participation in county, regional or national competitions or members playing representative golf
- Report from Competition and Handicap Sub-Committee
- Report from House and Social Sub-Committee
- Actions or issues relating to values, etiquette or discipline
- Issues to be referred to other committees or the Board
- AOB
- Review Meeting Effectiveness
- Date of next meeting.

#### Budget Allocation

10.15 The budget allocation for the work of the Captain's Committee is to year end is £5,700.

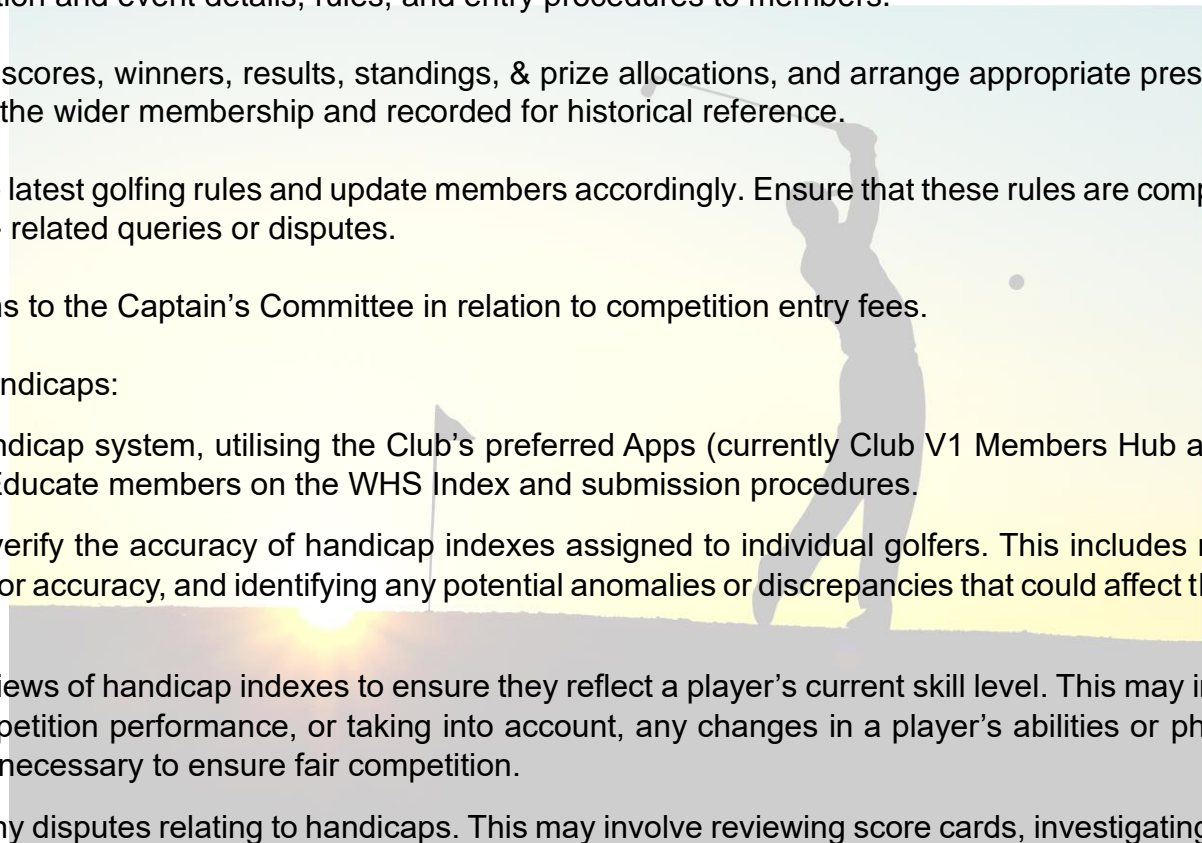
### **11.0 Competition and Handicap Sub-Committee**

#### Terms of Reference

11.1 The Competition and Handicap Sub-Committee will oversee and manage a calendar of club golf competitions and events, ensure the maintenance of accurate handicaps for members, and promote fair and enjoyable golfing experiences. It will ensure the integrity of the Club's competitions and handicap calculations and seek to enhance members' understanding of the rules of golf, competition rules handicaps and golfing etiquette.

11.2 In relation to golf events and competitions:

11.2.1 Under the direction of the General Manager develop and maintain a golfing calendar in consultation with membership sections, societies, other membership groupings, Head Greenkeeper, our caterers, and golfing professional.

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- 11.2.2 Plan, organise and coordinate golf tournaments, competitions, matches, and special golfing events throughout the year. Ensuring that formats, rules, and regulations of these balance Club traditions and contemporary membership requirements.
- 11.2.3 Ensure the correct scheduling of tee times, sign ups, and the effective use of the Club's golfing Apps.
- 11.2.4 Communicate competition and event details, rules, and entry procedures to members.
- 11.2.5 Collect/validate/record scores, winners, results, standings, & prize allocations, and arrange appropriate presentation ceremonies. Ensure these are published to the wider membership and recorded for historical reference.
- 11.2.6 Stay up to date with the latest golfing rules and update members accordingly. Ensure that these rules are complied with during competitions and address any rules- related queries or disputes.
- 11.2.7 Make recommendations to the Captain's Committee in relation to competition entry fees.
- 11.3 In relation to golfing handicaps:
- 11.3.1 Manage the Club's handicap system, utilising the Club's preferred Apps (currently Club V1 Members Hub and How Did I do) and the Golf England My EG App. Educate members on the WHS Index and submission procedures.
- 11.3.2 Regularly review and verify the accuracy of handicap indexes assigned to individual golfers. This includes monitoring handicap revisions, assessing scorecards for accuracy, and identifying any potential anomalies or discrepancies that could affect the fairness of the handicapping system.
- 11.3.3 Undertake periodic reviews of handicap indexes to ensure they reflect a player's current skill level. This may involve considering exceptional scores, reviewing competition performance, or taking into account, any changes in a player's abilities or physical conditions. Adjustments should be made when necessary to ensure fair competition.
- 11.3.4 Address and resolve any disputes relating to handicaps. This may involve reviewing score cards, investigating alleged breaches of handicap guidelines, and making fair and informed decisions to resolve conflicts or disagreements.
- 11.3.5 Actively monitor and enforce compliance with the handicap guidelines and regulations. This includes addressing any suspected abuse or manipulation of handicaps.



## Links to Strategic Plan

11.4 The following actions outlined in the Strategic Plan Overarching Schedule relate to the work of this committee:

- MEM01
- GEE03 & 09.

## Membership

11.5 The Sub-Committee will include members with a good understanding of golfing rules, handicaps, and competition management. The tenure for the Chair of the Sub-Committee will be three years to ensure continuity. The following personnel will serve on the Sub-Committee:

- Chair, preferably a member of the Captain's Committee
- Vice-Captain (Men or Ladies)
- Up to five members who may or may not be members of the Captain's Committee. These members should have experience of running competitions across the Club's membership e.g., Winter League, TPEGS, Ladies & Junior sections and those arranging mixed competitions. Ideally, their handicaps should cover a broad range.

## Meeting Frequency

11.6 The committee will meet bimonthly or more frequently if required.

## Quorate Requirements

11.7 Four committee members

## Agenda

11.8 The Sub-Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Captain's Committee in relation to competitions and handicaps
- Update on Strategic Plan actions delegated to the Sub-Committee
- Actions or Issues relating to golf events, competitions or matches

- Actions or issues relating to handicaps
- AOB
- Review Meeting Effectiveness
- Date of next meeting.

## 12.0 House and Social Sub-Committee

### Terms of Reference

- 12.1 The House and Social Sub-Committee will be responsible for enhancing overall membership experience by organising a comprehensive calendar of social events and promoting a welcoming and inclusive clubhouse environment. The sub-committee will focus on providing a vibrant and enjoyable atmosphere for members and visitors. Many of the sub-committee's responsibilities will be dealt with by the General Manager as part of their day-to-day operations. However, the sub-committee will have oversight of these areas.
- 12.2 In addition, it has a crucial role to play in maximising clubhouse use and maintaining and upgrading its fabric. With the Club's caterers and General Manager, it will oversee Food and Beverage operations.
- 12.3 This sub-committee will be chaired by the Club's Social Secretary who is appointed by the Board. Although the sub-committee reports directly to the Captain's Committee, due to the importance of its aims and links to strategic goals and initiatives, the Club's Social Secretary will be an automatic member of the Captain's Finance & Development and Estate Management Committees. A member from this committee will also sit on the People and Service Delivery Committee.
- 12.4 In relation to organising a comprehensive calendar of events:
- 12.4.1 Plan, organise, and promote social events and activities throughout the year for the benefit of members and visitors.
- 12.4.2 Manage event logistics, including venue arrangements, catering, entertainment, decorations and budgeting.
- 12.4.3 Promote the use of clubhouse facilities throughout the year for meetings, conferencing and other events e.g., wakes, parties, and celebrations.
- 12.4.4 Ensure events align with the Club's values, guidelines and any legal requirements.
- 12.4.5 Develop electronic advertising of diaries, meetings, events, sponsors throughout the clubhouse.
- 12.5 In relation to maintaining and upgrading furniture and equipment:
- 12.5.1 Oversee the maintenance and upkeep of the clubhouse catering facilities, dining areas, bar, lounge and recreational areas.

12.5.2 Develop and implement cleaning schedules, maintenance & decorating plans, and repair procedures to ensure a clean, safe, and inviting environment for members and guests.

12.5.3 Coordinate with relevant staff or contractors to address maintenance and repair issues promptly.

12.5.4 Regularly monitor and audit furniture and equipment. Prepare a fully costed five-year upgrade/replacement plan for these items.

12.6 In relation to fostering a welcoming and inclusive atmosphere:

12.6.1 Develop and implement initiatives to enhance member engagement and participation in Club activities and events.

12.6.2 Help design, promote and deliver initiatives to deliver exceptional customer service to members and guests.

12.6.3 Welcome and address member feedback, suggestions, and concerns related to the clubhouse environment and social experiences.

12.7 In relation to Food and Beverage Operations:

12.7.1 Ensure there is an ongoing dialogue between the caterers, Bar Manager, General Manager and this sub-committee to ensure members' food and beverages preferences are met.

12.7.2 Review, and implement where appropriate, special promotions, initiatives, and pricing strategies for food and beverages that are mutually beneficial e.g., 'Play and Dine' or enhanced loyalty schemes.

12.7.3 Welcome and address member feedback, suggestions, and concerns related to the provision of food and beverages.

#### Links to Strategic Plan

12.8 The following actions outlined in the Strategic Plan Overarching Schedule relate to the work of this sub-committee:

- GOV08
- POL14, 21 & 23
- MEM01, 03 & 06
- CHV01 & 02
- CFH01, 02 & 04.

#### Membership

12.9 The Chair of this Sub-Committee has the authority to determine its membership, but consideration should be given to including members with a passion for social activities, event planning, and facility management:

- Club Social Secretary or their nominee (Vice Captain) to act as Chair
- Representatives of our caterers
- Up to six members who may or may not be members of the Captain's Committee.

### Meeting Frequency

12.10 The committee will meet quarterly or more frequently if required.

### Quorate Requirements

12.11 The Chair and two committee members

### Agenda

12.12 The Sub-Committee Chair will be responsible for setting the agenda, but the following areas need to be covered within it:

- Welcome
- Apologies
- Declarations of Interest
- Minutes of previous meeting
- Matters arising from previous meeting/s
- Directions from Captain's Committee in relation to House and Social Issues
- Update on Strategic Plan actions delegated to the Sub-Committee
- Update from Chair on their attendance at the People and Services Committee
- Actions or issues relating to membership feedback
- Actions or issues relating to social entertainment calendar
- Actions or issues relating to fostering a welcoming and inclusive clubhouse environment
- Actions or issues relating to maintaining and upgrading furniture and equipment
- Actions or issues to be referred to the Board
- AOB
- Review Meeting Effectiveness
- Date of next meeting.

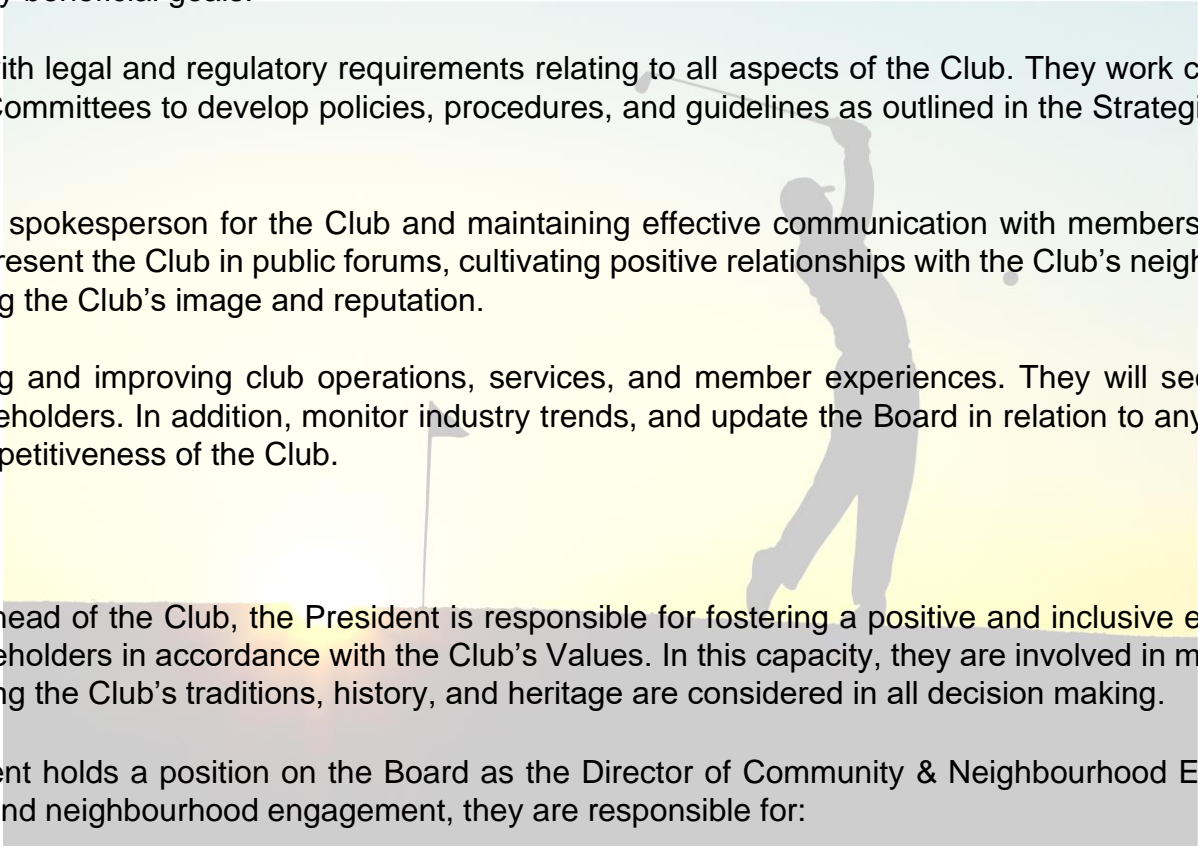
### Budget Allocation

12.13 The budget allocation for the work of the Sub-Committee to year end is £3,000.

## Personnel Roles

### 13.0 General Manager

- 13.1 The General Manager (GM) is a key constituent with the governance structure and is responsible for overseeing, managing, and delivering the overall operations, and day-to-day activities of the Club. The General Manager plays a key leadership role. They are responsible for ensuring the Club's success, member satisfaction, implementing and maintaining sound and equitable administrative processes & controls as well as ensuring financial stability and probity.
- 13.2 The GM is in constant dialogue with members, staff, visitors, service providers, directors, and all other stakeholders. In addition to the duties outlined within their role profile, they attend Board meetings and ensure they are represented at all committees and sub-committees. They oversee and report to the Board on the delivery of all the objectives, policies and initiatives outlined in the Strategic Plan. and policies contained within this plan to the Board. They achieve this through the management of an Overarching Delivery Plan, using the standardised reporting processes outlined in this document, and utilising their knowledge, experience, skills, enthusiasm, contacts, and membership of professional organisations.
- 13.3 The primary responsibilities of the General Manager are outlined in their role profile and include:
- 13.3.1 Delivering the Strategic Plan via this Governance Framework and approved delegations. Ensuring that progress in relation to the plans reported to the Board and Committees.
- 13.3.2 Managing the Club's finances in accordance with the Business Plan. This includes budgeting, financial reporting, and financial decision making. They oversee revenue generation, cost control, financial forecasting, and the development and monitoring of annual budgets,
- 13.3.3 As outlined in the Strategic Plan, building, and sustaining, strong relationships with members with a clear focus on achieving and maintaining high levels of member satisfaction, addressing member concerns and feedback. Also, developing and implementing initiatives to attract new members and promote the Club's services and facilities.
- 13.3.4 Overseeing the recruitment, training, and management of Club staff. They focus on ensuring that staff are properly developed, motivated, and aligned with the Club's Vision, Strategic Objectives, and Initiatives. This includes supervising department heads, conducting performance evaluations, and fostering a positive work culture.

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- 13.3.5 Managing the Club's physical assets, including the golf course, clubhouse, amenities, and wider estate. This involves ensuring proper maintenance and care of all the Club's assets.
- 13.3.6 Working closely with the Club's caterers and golf professional to ensure the best possible service is provided to members and the achievement of mutually beneficial goals.
- 13.3.7 Ensuring compliance with legal and regulatory requirements relating to all aspects of the Club. They work closely with the Club's Board, Committees and Sub-Committees to develop policies, procedures, and guidelines as outlined in the Strategic Plan and elsewhere in this framework.
- 13.3.8 Serving as the primary spokesperson for the Club and maintaining effective communication with members, staff, visitors, and all other stakeholders. They represent the Club in public forums, cultivating positive relationships with the Club's neighbours, local community, and businesses in promoting the Club's image and reputation.
- 13.3.9 Continuously evaluating and improving club operations, services, and member experiences. They will seek feedback from members, visitors, and other stakeholders. In addition, monitor industry trends, and update the Board in relation to any changes that impact on the overall quality and competitiveness of the Club.

## **14.0 Club President**

- 14.1 As the honorary figurehead of the Club, the President is responsible for fostering a positive and inclusive environment for all members, visitors, and other stakeholders in accordance with the Club's Values. In this capacity, they are involved in many Club events and play an essential part in ensuring the Club's traditions, history, and heritage are considered in all decision making.
- 14.2 In addition, the President holds a position on the Board as the Director of Community & Neighbourhood Engagement and Heritage. In relation to community and neighbourhood engagement, they are responsible for:
- 14.2.1 Acting as an ambassador for the Club, representing the Club's interests at county and regional golfing forums, and any other associated events.
- 14.2.2 Engaging with the Club's neighbours, local community, and businesses to ensure there are positive relationships that are mutually beneficial to all.

14.2.3 Ensuring the Club achieves the right balance between honouring the traditions, history, and heritage of the Club and the modern operating environment. In this respect they are responsible for delivering CMD10 in the Strategic Plan Overarching Schedule.

14.2.4 Performing the role of Chair of a Standing Committee in the absence of the Director of that committee.

## **15.0 Social Secretary**

15.1 The Role of Club Secretary is not formally recognised within the rules, nor was it included within any documents relating to the incorporation of the Club as a Limited Company. Recognising the importance of this role in delivering the Club's Vision and Strategic Objectives, the Board have formally recognised this role and appointed to it.

## **16.0 Delegation of Decision Making**

16.1 Delegation goes hand-in-hand with accountability. Achieving the right balance between the delegation and allocation of tasks or actions may sometimes create challenges. The day-to-day operations and administrative processes of the Club is the responsibility of the GM. Determining what the operations are comes from sound and reliable business activities, the Strategic Plan, via the Governance Framework and Strategic Delivery Plan. The GM has a key role in relation to delivering the Strategic Plan and ensuring that all the component parts of this framework operate effectively and efficiently. The GM will work with and advise, as appropriate, members of the Board, Committees and Sub-Committees. They are responsible for delivering decisions emanating from these forums. Any areas of disagreement around decision making between Committees & Sub-Committees and the GM will be referred to the Board for resolution. The GM is responsible for maintaining a close relationship with all the Directors and referring appropriate portfolio actions or issues to them. The Chair of the Board is designated as the line manager for the GM.

16.2 Each Committee/Sub-Committee has clear terms of reference. These terms of reference detail specific areas that have been delegated to them. Opportunities have been created within all their standing agendas to review the effectiveness of each meeting and to consider whether any matters under consideration should be referred or reported elsewhere in the framework. It is the responsibility of all Chairs within this structure to ensure that they operate within their delegated remits and that they regularly review their terms of reference.

16.3 Budget allocations to Committees/Sub-Committees will be restricted and closely monitored in the early years of the Strategic Plan as financial forecasting and levels for accountability are developed and understood by everyone. The Board's longer-term ambition is to allocate all budgets to the most appropriate level.

16.4 If there is any doubt or confusion in relation to delegatory issues, they should be referred to the Director of Governance.

## **17.0 Review of Governance Framework**

17.1 The Governance Framework will be the subject of ongoing reviews by the Governance Committee in the first two years of the Strategic Plan and then on an annual basis. Any changes to its format or content will be approved by the Board, communicated to the membership and formally reported at the next AGM. Any changes to the Club's Rules or Articles of Association can only be made at an AGM or General Meeting.

