



# Cheadle Golf Club

Constitution Committee

SOLUTION OUTLINE

Version 1.2 Final

November 2009

## **Introduction**

This document has been produced by the Constitution Committee. This Committee was set up in 2008 by Robin Coulson, the Captain of Cheadle Golf Club to review the rules of the Club.

The Committee has produced Terms of Reference, a Root Cause Analysis and a Solution Analysis.

The Terms of Reference identify the following as the primary goals of the committee:

- to improve the efficiency of management
- to improve the running of committees.

The purpose of the Root Cause Analysis was to identify problems that may be within the scope of the committee's work.

The Solution Analysis documents the findings and conclusions of the Root Cause Analysis and presents a number of options for addressing the identified problems.

The Management Committee considered the options described in the Solution Analysis and requested that the Constitution Committee produce a Solution Outline designed to meet the following objectives

- Reduce load on Captain
- Expand role of Club Secretary
- Establish Deputy Secretary
- Establish Men's Golf Committee
- Establish Chairman.

The purpose of this document is to outline a solution that addresses these points.

## ***Guiding Principles***

In developing this Solution Outline, the Constitution Committee followed the following guiding principles:

1. the solution must not change the fundamental nature of Cheadle Golf Club. Specifically,
  - the Club must continue to be run for the benefit of its members
  - the solution must not require the Club to become a commercial enterprise
  - the solution must allow the Club to retain its reputation for friendliness
2. implementation of the solution should require no significant cost
3. the cost of operating the solution should be broadly similar to now

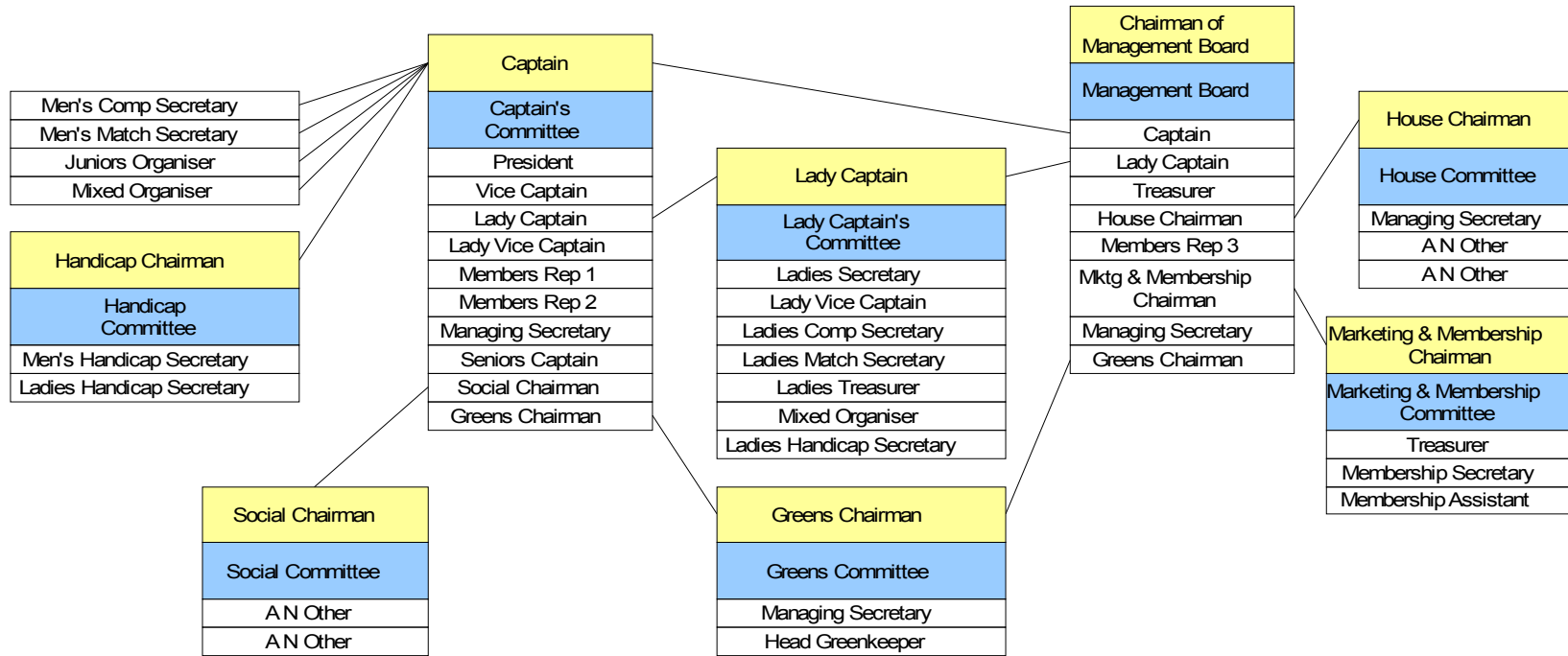
Solution Outline

Constitution Committee

***Committee Structure***

Solution Outline

Constitution Committee



## **Key points of Committee Structure**

### **Management Board**

The business aspects of the Club are handled by the **Management Board**.

This Committee deals with the Club's finances, long-term and medium-term plans, contracts, employment and compliance with legal requirements. A draft Terms of Reference for the Management Board appears as an appendix to this document.

It is chaired by the Chairman of the Management Board.

Members of the Management Board are:

- Chairman of Management Board
- Club Treasurer
- Captain (ex officio)
- Lady Captain (ex officio)
- Membership Chairman
- Greens Chairman
- House Chairman
- Managing Secretary (non-voting)<sup>1</sup>
- an elected Representative of Club Members

In normal circumstances this Committee will meet every two months.

### **Captain's Committee**

Golf and Social aspects of the Club will be handled by the **Captain's Committee**.

The role of this Committee is to ensure that the golfing and social events of the year are planned and managed in accordance with requirements. It will also deal with issues arising that relate to golf, the course and the use of Clubhouse facilities.

This Committee will be chaired by the Captain.

Members of Captain's Committee are:

- President
- Vice Captain

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<sup>1</sup> In circumstances where the Managing Secretary is also a voting member of the Club, the Managing Secretary will have a vote. In circumstances where he/she is not a voting member of the Club, the Managing Secretary will not have a vote

- Managing Secretary<sup>2</sup>
- Lady Captain
- Lady Vice Captain,
- Social Chairman
- Greens Chairman
- Two elected Representatives of Club Members.

The Captain will decide how frequently this Committee meets.

In addition to this Committee there a number of other individuals who report to the Captain. These are:

- Men's Competition Secretary
- Handicap Committee Chairman
- Men's Handicap Secretary
- Men's Match Secretary
- Seniors' Captain
- Juniors Organiser
- Mixed Organiser

The Captain may invite one or more of these to attend specific meetings of the Captain's Committee.

The Captain may hold occasional meetings with some or all of these individuals.

The Captain represents his Committee on the Management Board. However he may delegate this role to a member of his Committee.

## **Lady Captain's Committee**

It is expected that Lady Captain's Committee will operate just as the Ladies committee does currently.

It will be chaired by Lady Captain and its members will include:

- Lady Vice Captain
- Ladies Secretary
- Ladies Competition Secretary
- Ladies Match Secretary
- Ladies Treasurer
- Ladies Handicap Secretary

Lady Captain represents her Committee on both the Captain's Committee and the Management

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<sup>2</sup> In circumstances where the Managing Secretary is also a voting member of the Club, the Managing Secretary will have a vote. In circumstances where he/she is not a voting member of the Club, the Managing Secretary will not have a vote

Board. However, however she may delegate one or both of these roles to a member of her Committee.

## **Membership Committee**

The **Membership Committee** reports into the Management Board for financial matters and long-term planning

In recent years the job of Membership Secretary has become more onerous. This is partly because a higher turnover of members has created more work. But it is also because the Membership Secretary has become involved in marketing activities designed to attract new members to the Club. The reason for creating the Membership Committee is to bring the administrative aspects of membership management (including Marketing) into a single committee.

The human aspects of membership which include acceptance, entrance, induction and discipline are the responsibility of the Captains' Committees.

The role of the Membership Committee is to support the Captains' committees by ensuring that all of the administrative processes that relate to membership are managed properly. These processes include accurate record keeping and billing and also recruitment campaigns.

Members of the Membership Committee include:

- Club Treasurer
- Membership Secretary
- Membership Assistant

The Chairman of the Membership Committee will be elected by the Membership Committee itself.

## **Greens Committee**

The **Greens Committee** reports into the Management Board for financial matters and long-term planning. The Greens Chairman also needs to attend the Captain's Committee meetings to ensure that the plan of work for the Greens Staff fits in with Club's schedule of golfing events.

Members of the Greens Committee are:

- Greens Chairman
- Head Greenkeeper
- Managing Secretary

The Greens Chairman is elected by Club Members.

## **House Committee**

The **House Committee** reports into the Management Board for financial matters and long-term planning.

Members of the House Committee are:

- House Chairman
- Managing Secretary

- One Representatives of Lady Club Members
- One representative of Gentlemen Club Members.

The House Chairman and the Representatives of Club Members are elected by Club Members.

## **Social Committee**

The **Social Committee** reports into the Captain's Committee.

In the past the Social Secretary was responsible for organising social events for the Club. In more recent times this has been done by the Social Committee. This arrangement seems to be working well. However, the committee has no formal reporting line. In the solution proposed here, the Social Committee reports into the Captain's Committee. This gives the Social Chairman a formal escalation route.

The Social Committee will include:

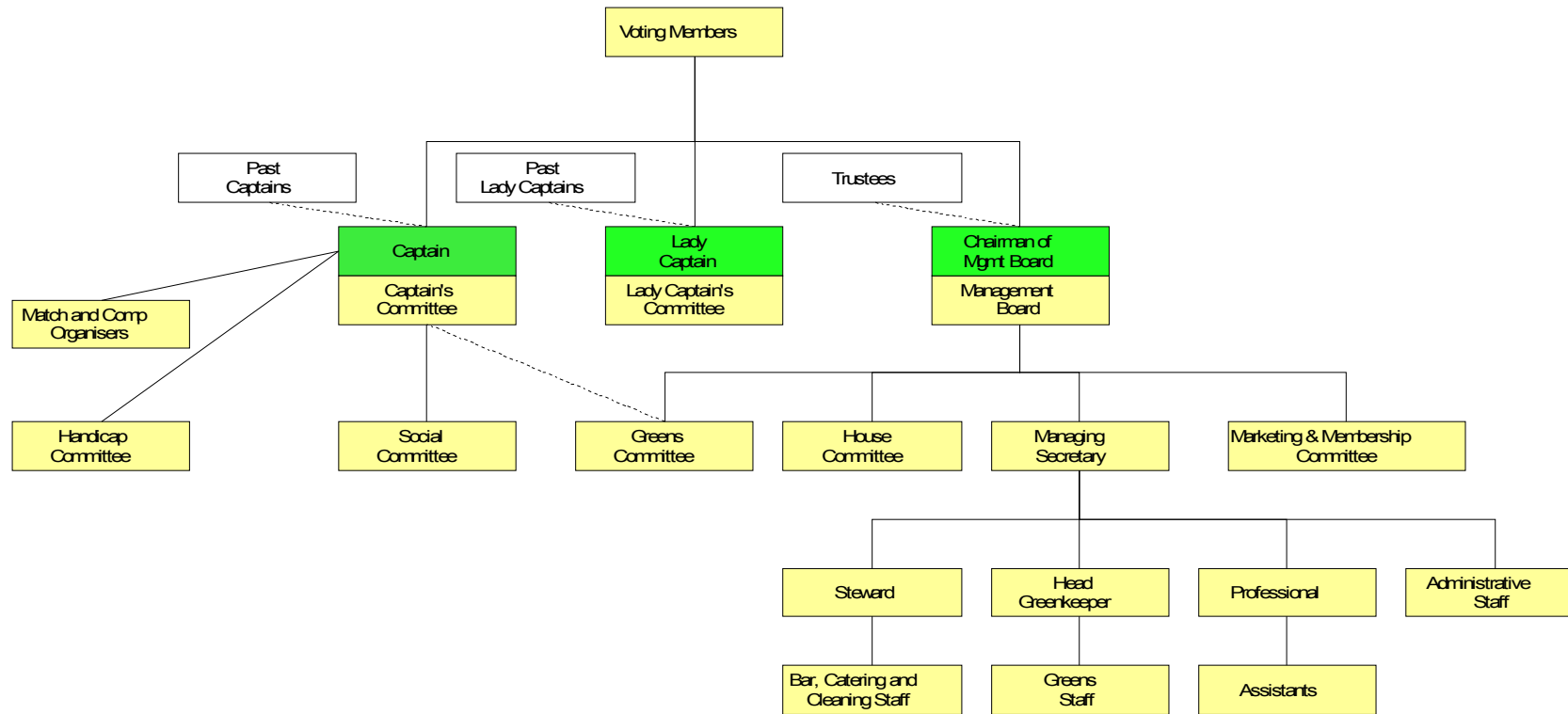
- Social Chairman
- Two or more Club Members.

## **Handicap Committee**

The composition and operation of the Handicap Committee is determined by the Unified CONGU Handicapping System.

The Chairman of the Handicap Committee is responsible to the Captain.

### Reporting lines



## ***Key points of Reporting Lines***

The diagram above aims to illustrate a number of points. It is not intended to be a comprehensive map of reporting lines within the Club.

The points that it illustrates are:

- Ultimately, all officers and employees of the Club are accountable to the voting members of the Club
- The Captain is advised by Past Captains but is accountable to the voting members of the Club
- Lady Captain is advised by Past Lady Captains but is accountable to the voting members of the Club
- the Chairman of the Management Board is advised by the Trustees but is accountable to the voting members of the Club
- The Social Committee and the Greens Committee are accountable to the Captain's Committee
- The Handicap Committee and others who are responsible for organising golfing events are directly accountable to the Captain
- Paid employees of the Club are accountable either directly or indirectly to the Managing Secretary
- The Managing Secretary is directly accountable to the Management Board.
- The Greens Committee is accountable to the Management Board for financial matters and long-term planning
- The House Committee and Membership Committee are accountable to the Management Board

## ***Key Roles***

It is envisaged that many roles (for example, President, Treasurer, Membership Secretary) will remain substantially unchanged. Only roles that will be impacted significantly by the proposed solution are described in this section.

### **Captain**

The Captain leads the golfing and social activities for his year in office.

The Captain chairs the Captain's Committee. Within certain bounds he is able to exercise considerable discretion as to the composition and operation of this committee.

If he wishes he can deflect complaints, problems and queries towards the Managing Secretary.

He, or a nominated deputy, will be a member of the Management Board and, thereby, will be involved in the business and financial management of the Club but does not have primary responsibility for it.

He, or a nominated deputy, serves as a communication channel between the Captain's Committee and the Management Board.

## **Lady Captain**

Lady Captain leads the Ladies golfing and social activities for her year in office.

Lady Captain chairs Lady Captain's Committee. Within certain bounds she is able to exercise considerable discretion as to the composition and operation of this committee.

She, or a nominated deputy, represents the Ladies on the Captain's Committee.

She, or a nominated deputy, will be a member of the Management Board and, thereby, will be involved in the business and financial management of the Club

She, or a nominated deputy, serves as a communication channel between Lady Captain's Committee and the Management Board.

## **Managing Secretary**

The Managing Secretary will be:

- responsible for the smooth running of the Club both on a day-to-day and on a long-term basis
- responsible for the management and appropriate communication of Club information. In particular, the Club Secretary will have complete responsibility for the Club's diary of events.
- The first point of contact for queries, problems and complaints from members and non-members
- responsible for the management of paid staff

The Managing Secretary will be a member of the Management Board, the Captain's Committee, Greens Committee, House Committee.

## **Deputy Managing Secretary**

Given the responsibilities of the Managing Secretary as described above it is essential that someone is able to deputise for him when he is absent for any significant period.

The Management Board would be responsible for identifying and selecting candidates. The Managing Secretary would be responsible for confirming the appointment.

The position would be honorary.

The precise role of Deputy Managing Secretary will be agreed between the individual selected and the Managing Secretary.

In the event of the position of Managing Secretary becoming available both the Management Board and the Deputy Managing Secretary should expect that the Deputy Managing Secretary would be selected as a potential candidate for the position.

## **Chairman of Management Board**

This is a new position.

By being elected for a three-year term the Chairman of the Management Board will provide continuity to the management of the Club

The Chairman of the Management Board will lead the Board in managing the business and financial affairs of the Club.

The Chairman of the Management Board will provide the escalation route for issues that the Managing Secretary is unable to resolve.

The Chairman of the Management Board will also chair Annual, Special and Extraordinary General Meetings of the Club

## **Greens Chairman**

The fundamental role of the Greens Chairman will be unchanged.

The Greens Chairman will be elected to that position by Voting Members at an Annual General Meeting.

The Greens Committee will comprise the Head Greenkeeper and the Managing Secretary.

The Greens Chairman will be a member of both the Management Board and the Captain's Committee.

## **House Chairman**

The fundamental role of the House Chairman will be unchanged.

The House Chairman will be elected to that position by Voting Members at an Annual General Meeting.

The composition of the House Committee will be unchanged

The House Chairman will be a member of the Management Board.

The House Chairman will not be a member of the Captain's Committee.

## **Conclusion**

The Management Committee asked the Constitution Committee to outline a solution that met the following objectives:

- Reduce load on Captain
- Expand role of Club Secretary
- Establish Deputy Secretary
- Establish Men's Golf Committee
- Establish Chairman.

We believe that the solution outlined in this document achieves these objectives in the following ways.

### ***Reduce load on Captain***

The solution reduces the load on the the Captain in the following ways:

- it transfers the responsibility for the business and financial management of the Club from

the Captain and the Management Committee to the Management Board and its Chairman

- it transfers the responsibility for handling day-to-day queries, problems and complaints from the Captain to the Managing Secretary
- it transfers responsibility for dealing with major issues to the Management Board and its Chairman

### ***Expand Role of Club Secretary***

The solution clarifies that the role of the Managing Secretary includes:

- responsibility for the smooth running of the Club
- responsibility for dealing with day-to-day problems and complaints (including those that are currently directed towards the Captain)
- escalating issues as necessary to the Management Board
- management of the Club's paid employees
- responsibility for services and facilities (including Information and Communications Technology) as required by the Club
- responsibility for communicating with members electronically as appropriate
- responsibility for keeping sources of information such as noticeboards and websites accurate and up-to-date

### ***Establish Deputy Secretary***

The solution proposes that the Deputy Managing Secretary be in effect an unpaid employee of the Club. He would report to the Managing Secretary as an Administrative Assistant.

His primary role would be to stand in for the Managing Secretary during periods of absence.

The Managing Secretary would be responsible for appointing him and agreeing his precise role and responsibilities.

### ***Establish Men's Golf Committee***

The Constitution Committee considered the option of establishing a committee that was focussed on Men's Golf. The model for this was the existing Ladies Committee. Other aspects of the management of the Club's affairs would be handled by a Management Committee.

Following feedback, research and further consideration, the Constitution Committee has modified its thinking. Instead of establishing a Men's Golf Committee the Constitution Committee propose establishing the **CAPTAIN'S COMMITTEE**.

The brief of the **Captain's Committee** is wider than just golf. It includes the following responsibilities:

- Co-ordinate the golfing and social events for each season
- Deal with matters of discipline within the membership
- Assess, monitor, support and help develop all aspects relating to the playing of golf at Cheadle Golf Club

- Consider the needs of all playing sections within the Club and to promote and support their various interests, both on and off the course.
- Manage all local rules
- Work with the Managing Secretary in preparing the annual fixture list and the scheduling of events and societies and reviewing the number and type of competitions
- Determine starting times, priorities and access to the course
- Set and review the Dress Code
- Receive from Members comments and suggestions which relate to this Committee's overall brief and to consider each on its merits
- Ensure that future and recent Club events receive appropriate external publicity

A more detailed description of possible Terms of Reference for this committee is included as an appendix to this document.

Broadening the scope of the **Captain's Committee** has the effect of reducing the scope of what was envisaged for the Management Committee. The Constitution Committee recommends that this body be called the Management Board and that its scope be restricted to the business and financial aspects of the Club.

Both the Captain and Lady Captain would be members of the Management Board and so would have the opportunity to be involved in the business and financial affairs of the Club. However, neither the Captain nor Lady Captain would have responsibility for chairing the Management Board.

### ***Establish Chairman***

In recommending that the position of Chairman be established, the Constitution Committee has two major objectives. The first is to reduce the load on the Captain; the second is to provide more continuity to the management of the Club.

It is recommended that the title be Chairman of the Management Board. This reflects his primary role which is to chair the Management Board. In his capacity as Chairman, he has no presence on any of the other Club Committees.

The Chairman of the Management Board will reduce the load on the Captain by virtue of the fact that he chairs the Board that has responsibility for the Club's business and finances.

He provides continuity to the management of the Club by virtue of the fact that his period of office is three years.

If this proposal is accepted a number of details will need to be finalised (such as, what is the process for selecting and appointing him/her).

A summary of some of the ideas that the Constitution Committee has considered appears as an appendix to this document.

### **Next Steps**

This document outlines the proposal that the Constitution Committee recommends to Cheadle Golf Club. In delivering this document the Constitution Committee has completed its work.

It is now the responsibility of the Management Committee to decide whether to accept the proposal

in whole or in part.

In making this decision the Management Committee must recognise that the components of the solution are highly interdependent and there is little scope for mixing and matching. If the Management Committee rejects or requires significant changes to some of the components then a new Solution Outline should be created.

Assuming that the Management Committee does wish to proceed with this proposal, it should appoint an Implementation Team to take responsibility for the planning, preparation and detailed work that is needed.

In forming this group the Management Committee needs to consider the nature of the work that it will need to perform:

- on the one hand there is a lot of detailed documentation to be performed; on the other Club members need to be convinced of the need to make these changes
- as well as careful planning leading up to implementation, assistance and support will be needed during the implementation stage itself.

## Appendices

### Appendix D – Risks, Assumptions, Issues and Dependencies

#### **Risks**

Risk	Likelihood	Impact	Mitigation
The Implementation Team will deviate from the agreed solution	Low	High	The Implementation Team should include members of the Constitution Committee
Club Membership will reject rule changes	Medium	High	Launch campaign to explain and discuss proposals prior to SGM
Work cannot be completed before start of 2010-2011 Club Year	Medium	Medium	Delay implementation until 2011-2012
Club Members and Committees will have difficulties in adapting to changes	High	High	Managing Secretary and Chairman of the Management Board are critical to successful implementation. They need to be fully committed to the changes and have detailed understanding of them.
It will be difficult to find someone willing to take on role of Chairman of Management Board	Medium	High	Management Committee should start selection process immediately. Prospective Candidate should be part of the implementation team.
It will be difficult to find someone willing to take on role	Medium	High	Management Committee should start selection process immediately.

of Managing Secretary			Prospective Candidate should be part of the implementation team.
It will be difficult to find someone willing to take on role of Deputy Secretary	Medium	Low	The successful implementation of the proposed changes does not depend on the appointment of a Deputy Secretary.

**Assumptions**

Management Committee will accept all of the major elements of the Solution Outline	The major elements of the Solution Outline are inter-dependent. For example, there is little point in having Chairman if there is no Management Board. Also, the proposal for reducing the load on the Captain is dependent upon the Managing Secretary, the Management Board and the Chairman taking on a number of his responsibilities. If this assumption proves false, the Management Committee needs to decide on what to do next.

**Issues**

Issue	Impact	Action

**Dependencies**

The changes need to be implemented at the start of the Club Year.	
Club Rules need to be changed to reflect the proposed changes	
Job descriptions need to be developed for the new roles	
Existing job descriptions need to be amended	
Terms of Reference are needed for the new	

committees	

## Appendix B – Management Board – Draft Terms of Reference

Management Board (MB)	Term of Office
Chairman of Management Board	Three years
Captain (ex officio)	One year
Lady Captain (ex officio)	One year
Treasurer	Three years
Greens Chairman	Three years
House Chairman	Three years
Membership Secretary	Three years
Members' Representative	One year
Managing Secretary (non-voting)	While in post

### Casual Vacancies (Rule 4.7)

The MB may choose members to fill any casual vacancy in its elected members. The members chosen must retire at the following AGM, but are eligible for election at that AGM for a period that ends when the service of the member they are replacing would normally have ended.

### Overall Aims

1. To make all reasonable efforts to ensure that the Aims of the Club, set out in Rule 1.2, are achieved
2. To ensure the efficient management of the Club

### Summary of Responsibilities

1. **Plan** Develop policies and procedures, create budgets, set priorities, develop strategies, set specific objectives to achieve the overall Aims, liaising with Captain's Committee
2. **Organise** Establish organisational structure
3. **Staff and contractors** Select, induct, train and develop qualified people for all positions
4. **Direct** Delegate, motivate and coordinate staff and contractors
5. **Control** Ensure aims are achieved, keep members informed, including prompt publication of MB minutes

**Specific Responsibilities** Where appropriate, the performance of these duties may be delegated to responsible employees or contractors

### 1. General

- 1.1 Propose and review Rules for approval by Members
- 1.2 With the Captain's Committee, keep under review the Club's Bye-laws

- 1.3 Comply with relevant legislation and codes of practice
- 1.4 Prepare and update organisation chart, and job descriptions for all positions, defining responsibilities and relationships
- 1.5 Establish reporting systems, develop performance standards, measure results, take corrective action, reward (by praise, pay, discipline)
- 1.6 Arrange terms of service for, and manage, contracts for all staff and contractors
- 1.7 Encourage new ideas and resolve conflicts
- 1.8 Ensure regular communication to Members of appropriate information about plans and actions; make available to Members and Trustees the minutes of MB meetings not later than two weeks after the next meeting, excluding items too sensitive for general distribution
  - Ensure the high quality and regular updating of the Club's website

## **2. Finance and development**

- 2.1 Prepare financial budgets and control expenditure, meeting at least every 3 months
- 2.2 Estate management
- 2.3 Asset management
- 2.4 Set targets for membership, categories of membership, entrance fees and subscriptions
- 2.5 Prepare and update a 5-year rolling Development Plan
- 2.6 Produce annual report and accounts
- 2.7 Propose the appointment of auditors
- 2.8 Set salaries for staff, and fees for contractors
- 2.9 Set green fees and charges for societies
- 2.10 Monitor the services offered by the Club shop
- 2.11 Monitor the sales, turnover and pricing of all bar consumables, highlighting any anticipated shortfalls or excesses in expenditure against budgets
- 2.12 Arrange appropriate insurance, including the indemnity of members of the MB and Captain's Committee, Club employees and Trustees

## **3. Course**

- 3.1 Ensure that a Course Development Plan and Course Policy Document is in place and regularly updated
- 3.2 Keep under review the design, condition and upkeep of the course, including playing areas, practice facilities, woodlands, paths, tracks, boundary fences and greenkeepers' buildings

3.3 Appoint a course consultant to visit and report as necessary

3.4 Formulate plans for course improvements, and the acquisition, upkeep and disposal of machinery and equipment

3.5 Ensure that any significant course alterations (other than minor alterations such as tee levelling and enlargement) are approved by a suitably skilled golf course architect

#### **4. Clubhouse**

4.1 Maintain or update:

4.1.1 furnishings and equipment in the Clubhouse including the kitchen, television, bar tills

4.1.2 changing/locker rooms

4.1.3 trolley shed

4.1.4 staff accommodation

4.1.5 car parks, surrounding planted areas, driveway and paths

4.1.6 decorations, furnishings and equipment

4.2 Formulate plans for Clubhouse improvements

## **Appendix C – Captain's Committee – Draft Terms of Reference**

### ***CAPTAIN'S COMMITTEE***

Captain

President

Vice Captain

Lady Captain

Lady Vice Captain

Social Committee Chairman

Greens Chairman

Captain of Seniors

Two elected Club Members

Managing Secretary (non-voting)<sup>3</sup>

In addition to this core committee, the Captain may invite one or more of the following to attend specific meetings:

Men's Competition Secretary

Men's Handicap Secretary

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<sup>3</sup> In circumstances where the Managing Secretary is also a voting member of the Club, the Managing Secretary will have a vote. In circumstances where he/she is not a voting member of the Club, the Managing Secretary will not have a vote

Men's Match Secretary  
Ladies' Competition Secretary  
Ladies' Handicap Secretary  
Ladies' Match Secretary  
Juniors Organiser  
Mixed Organiser  
Club Professional

**Terms of Office:**

The terms of office for members of the Captain's Committee are as dictated by the Club Rules.

## **Objectives & Responsibilities**

- Co-ordinate the golfing and social events for each season
- Oversee the entrance and induction procedure for new members
- Deal with matters of discipline within the membership
- Assess, monitor, support and help develop all aspects relating to the playing of golf at Cheadle Golf Club
- Consider the needs of all playing sections within the Club and to promote and support their various interests, both on and off the course
- Interpret and make recommendations as to any external factors which have an effect on the playing aspects e.g. EGU, EWGA or CONGU directives etc.
- Identify any areas of concern relating to golf (e.g. the stroke index, par, general course set-up etc) and where necessary refer to the appropriate Sub-Committee (for example, the Greens Committee)
- Manage all local rules
- Work with the Managing Secretary in preparing the annual fixture list and the scheduling of events and societies and reviewing the number and type of competitions
- Determine starting times, priorities and access to the course
- Support all the teams representing the Club and to encourage their participation in league, county and other inter-club competitions and fixtures
- Support the promotion and smooth running of all Club competitions, major open events, Captain's golf events and social events

- Support the Junior Organiser in the promotion and running of Junior activities and competitions
- Ensure that the Handicap Committee operates in accordance with the Unified CONGU Handicapping System
- The Social Committee Chairman will form a Sub-Committee to plan and organise various social events and social golf events for the benefit of members
- Ensure close liaison with the Management Board on all matters relating to the general good of the Club
- With the Management Board, keep under review the Club's Bye-laws
- Set and review the Dress Code
- Receive from Members comments and suggestions which relate to this Committee's overall brief and to consider each on its merits
- Ensure regular communication to Members of appropriate and relevant information relating to Club golf and social activities including publication of CC minutes not later than two weeks after the next meeting, excluding items too sensitive for general distribution
- Ensure that future and recent Club events receive appropriate external publicity

## **Appendix D – Chairman of Management Board – Selection Criteria and other Considerations**

### ***Selection***

The Chairman of the Management Board is required to provide continuity to the management of the Club.

One implication of this is that he has been a member long enough and has had sufficient experience of committee work in the Club to understand its traditions and history. Another implication is that his term of office needs to be more than one year.

Likely candidates include Past Captains (of either gender) and Past Presidents. However, selection should not be restricted to individuals who have held these posts. Past Captains and Past Presidents do not necessarily have the skills and attributes that are required of a Chairman of the Management Board. Within the Club there may be individuals with the skills, attributes, knowledge and experience needed to be an effective Chairman but who have never held any of these positions.

The Chairman of the Management Board needs the following skills and attributes:

- ability to run meetings effectively
- ability to deal with people effectively
- analytical skills needed to find lasting solutions to problems and issues

- well-respected by the voting members.

The process for appointing the Chairman of the Management Board is as follows:

1. the Management Board prepares a list of potential candidates and asks the Managing Secretary to arrange a meeting of a Chairman Approval Board<sup>4</sup>
2. The Managing Secretary invites the following to meet as a Chairman Approval Board
  - The Trustees
  - The three most recent Past Captains
  - The three most recent Past Lady Captains
  - The three most recent Past Presidents
3. following the advice of the Trustees, the Management Board develop a short-list of potential candidates
4. Individual members of the Management Board approach each of the potential candidates to confirm their willingness to take on the role
5. The list of confirmed candidates is presented for election by the voting Members of the Club and the Annual General Meeting.

If this process fails to deliver a confirmed candidate, the Management Board will appoint a Chairman from one of their number.

In the event of the position becoming vacant prematurely (whether as a result of resignation, incapacity or other cause) the Management Board will have the right to co-opt a willing and suitable individual as temporary Chairman of the Management Board for the period leading up to the next Annual General Meeting.

### ***Relationship to President***

The Constitution Committee has considered combining the roles of Chairman and President.

To combine the roles would raise a number of issues, such as:

- what to do about the President's Social and the three competitions (Men's, Ladies and Juniors) that the President hosts for the Club ?
- Different terms of office (and cost of hosting competitions for three years)
- different selection processes.

On balance, it seems simpler to leave the roles separate.

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4 There is a 'chicken and egg' situation when it comes to appointing the first Chairman of the Management Board in that the Management Board will have no formal existence until the AGM at which its Chairman is elected. To resolve this it is recommended that a provisional Management Board meet to propose the list of potential candidates. The provisional Management Board should be made up of Captain, Lady Captain, Treasurer, Greens Chairman, House Chairman, Membership Secretary, Managing Secretary (non-voting)