

## **Wexford Golf Club**

Sub Committee: Ger Lally, Nick Reville, John Fenlon

### **Report July 2018**

#### **Proposal adopted 2017 / 18 AGM**

To review all management structures within the club with a view to identifying changes that will avoid the difficulties the club has experienced in the last few years. This review to include, but not be limited to:

Club Constitution

Committee structures

Financial structures

Personnel structures

Legal structures

*A report will be drafted and presented for members' consideration.*

#### **Topical Essay:**

A review of the Club Constitution reveals a set of Operating Procedures generally in agreement with the GUI Template for a 'Three Tier System' (i.e.) Men's Club, Ladies Club and Joint Club. The essence of this recommended Management Structure, outlines, an architecture where Golf as the sporting endeavour may be segregated from the Management of the Golf Club 'Business' and Asset. Trending would suggest both the GUI and ILGU may / will amalgamate into a single Union for Golf Administration but a requirement to keep Golf and Business Administration separate, potentially, as a 'Two Tier Architecture' may continue to be effective for recommendation.

#### **General Analysis:**

Clearly in 2017 / 18 the Club were an AGM short of compliance with our Constitution. Having Ladies present and 'voting' at 'essentially' the Mens Club AGM is just 'WRONG'. Difficult to establish rationale for this, however, the 'hybrid' currently in operation could, potentially, be the reason for current 'difficulties'. One of which is current Committees are not being sufficiently consulted on works of any significance. In any environment, where Operating Procedures with clearly defined Roles and Responsibilities are not adhered to, confusion, lack of accountability and poor management will prevail.

Benchmarking other Clubs and their experience transitioning to the Three Tier System indicated their greatest challenge was the 'Culture Shift' away from traditional Golf Club "modus operandi". Therein, is the challenge for Wexford Golf Club Management and their courage of conviction to 'change' and adhere to our Constitution, already approved at a previous AGM. Having said that, current methodology and architecture may be considered the 'optimum' approach for Wexford Golf Club, however, general consensus throughout the general body of Membership would suggest otherwise, resulting in the adoption of the 'proposal' under discussion / review. Going forward any and all changes to the current Constitution will require proposals for adoption at an AGM. Therefore, should the Club Management opt to continue 'as-is', changes to the Constitution are required for approval at AGM to reflect this as protocol as indeed would any massaging of our Operating Procedures. A clear and definite challenge!!

### **Recommendations:**

1. Management - Accept the essence of the Three Tier System with a defined Position of Chairperson of Joint Club. The elected (at AGM of Joint Club) holder of this important key position (as opposed to 'personal selection for President / Captain) should possess the necessary Business Acumen required to Manage a €5M - €8M Enterprise (similar to Treasurer of Joint Club).
2. Adhere to the Current Constitution (3 clearly defined Clubs) with specific emphasis on Architecture / Structure and Roles & Responsibilities.
3. Current Committees should be sufficiently consulted before any sub group can commence works of any significance.
4. Compile a set of Proposals / Changes to the current Constitution for presentation as motions for adoption at an EGM in early 2019. These changes would correct minor errors, remove superfluous content and add clarity in certain sections as required.

Doing 'nothing' is **NOT** recommended.