



## THE GOLF COMMITTEE - TRIAL TERMS OF REFERENCE

**1. Club Governance.** So far as governance of the Club is concerned, the Board of the Royal Automobile Club Limited and The Committee (of the Club) are the same body (Rules 7-12). Thus, the Board, which is elected by the membership, exercises sole authority over all aspects of the Club's affairs.

**2. Delegation of Authority.** The Board delegates authority for the implementation of Club Strategy and the day-to-day management of the Club to the Secretary and the Club Management Committee. The Club's four Standing Committees (Pall Mall, Woodcote Park, Elections, Motoring), Sub Committees and Activity Committees are established by the Board. The Board appoints members of Standing Committees and appoints Chairmen of Sub Committees, Activity Committees and Working Groups. The purpose of these Committees and Groups is to act as a sounding board, representing the interests of all members, and to provide advice to the Board and guidance to the Club Management Committee.

## THE GOLF COMMITTEE

### 3. Officers of Committee:

- Chairman.
- Vice Chairman.
- Captain - Men's Golf Section (MGS)
- Captain - Ladies' Golf Section (LGS)
- Incoming Captain - (MGS)
- Incoming Captain - (LGS)
- Men's Section Committee member.
- Ladies' Section Committee member.
- A Young (under 40 years' old) Member Representative.
- A Green Fee Golfer (non-pass holder). Only required to attend the four development meetings but welcome to attend all meetings.
- Ex-Officio - Chairman of the Woodcote Park House Committee
- Note: A non-voting wider-estates representative will be appointed by the WPC, when and if a golf development project Working Group is established which has wider-estates implications. Once appointed, the representative would attend development meetings when the project is being discussed, and would be welcome to attend all other development meetings for situational awareness during the term of the project.
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### 4. Numbers on Committee:

- **Minimum.** Five.
- **Maximum.** Ten and One Ex-Officio Member.

**5. Appointment of Officers.** The appointment of the Chairman, Vice Chairman and new Committee members will be by majority vote of the members of the Committee. Similarly, re-election of the Chairman and Vice Chairman will be by majority vote of the members of the Committee. The appointment of committee members will require Woodcote Park Committee approval. The Chairman and any person selected who is expected to assume the roles of

Captain - MGS or Captain - LGS will be referred to the Board for approval.

**6. Composition.** All Committees are to aim for no more than two thirds of their Committee members to be of the same gender and are to report annually to the Woodcote House Committee on gender composition.

**7. Term on Committee.**

a. **Committee Members.** Committee members will serve a term of three years, renewable thereafter by the Chairman of the Committee who may offer one further three-year term. Thereafter the Chairman may seek approval from the Woodcote Park Committee to offer further terms of one year each. A committee member may not serve more than 9 years. Precise dates of terms on the Committee may be adjusted in-year to accommodate changes beyond the incumbent's control, such as the dates of captains' year.

b. **Chairman and Vice Chairman.** The Chairman and Vice Chairman may serve up to two terms of three years up to a maximum of six years and up to a maximum of 12 years in the aggregate, with Board approval.

**8. Standing Member.** Committees may be allowed to appoint one Standing member on the Committee, in addition to rotating Committee members, once they have served on a Committee for a maximum of two three-year terms, but only by exception and only if they provide a function which is essential to the successful conduct of that activity. The Standing member is not a full member of the Committee, has no voting rights and cannot be the Chairman or Vice Chairman. Standing members are to be identified in formal documents, such as Minutes of meetings.

**9. Quorum.** All committee members except the ex-officio member, wider-estates representative and standing member, shall have one vote. Not less than 50% of the voting members must be present for a quorum. Resolutions shall be passed by majority vote. The Chairman of the meeting shall have an additional casting vote if necessary.

**10. Types and Frequency of Meetings.**

a. **Operation Meetings - 8 Per Year:** February, March, May, June, August, September, November and December: To discuss In-Year Operational matters. The Committee will be routinely supported by the Director of Golf and Course Manager and other members of management as appropriate.

b. **Development Meetings - Quarterly:** January, April, July and October to discuss future plans and to tie into Woodcote Park House Committee and Board meetings. The Committee will be routinely supported by the Director of Golf and Course Manager, the Club Secretary, Chief Operating Officer, Chief Finance Officer and Head of Capital Projects, as appropriate.

**11. Objectives.**

a. **Operation Meetings:** Will routinely be chaired by the Vice Chairman and focus on current, in-year matters, representing all members' interests; men, ladies, seniors, young and junior golfers and advise, oversee and agree/propose:

(1) The management of in year capital infrastructure projects, the golf P&L budget and golf hospitality budget.

(2) The management on the daily conditions of the golf courses highlighting

any issues requiring remedial works or action as they affect members.

(3) In conjunction with Golf Operations oversee fixtures, matches and competitions for members who hold the World Handicap System (WHS) handicaps.

(4) In conjunction with Golf Operations, allocate and review home handicaps at Woodcote Park under the guidelines of England Golf and the WHS.

(5) To foster young and junior members' golf.

(6) In consultation with management, agree all social aspects of golf, including the golf dinners and dances.

(7) Be consulted prior to management decisions related to:

- i. Matters affecting the golf courses, daily management of golf and estates matters.
- ii. Facilities, food and beverage.

(8) Assist management in the regular communication of information with regard to proposals and decisions relating to golfing activities with particular reference to the golf membership.

(9) Be consulted prior to management decisions regarding golf societies and member groups related to the agreed number of players, days of the week and total annual bookings.

**b. Development Meetings:** Will be chaired by the Chairman and will focus on long-term development plans, representing all members' interests, both golfing members as well as the wider membership, and advise, oversee and agree/propose:

(1) The development and implementation of the Club's strategy for Golf Development and the annual capital infrastructure projects and budgets.

(2) The future Golf course architecture and associated infrastructure and facilities projects to include areas for other estate activities.

(3) Setting future golf course standards and benchmarks, delegating the monitoring of performance to the operations meetings.

(4) Annual golf pricing, fees and subscriptions proposed to the Board, via the Woodcote Park House Committee.

(5) Be consulted prior to management decisions related to:

- iii. Matters affecting the organisational structure of golf management.
- iv. Policy for usage by golf societies and member groups.
- v. The systems which regulate the usage of the courses by members and guests.

(6) Assist management in the regular communication of information with regard to proposals and decisions relating to long-term golf developments.

(7) Review management's proposals for annual capital infrastructure budgets, prior to submission to the Woodcote Park House Committee.

**12. Responsibilities.** The Committee has two administrative responsibilities:

**a. Annual Reporting.** Committees are required to submit an end-of-year report to the Club Secretary and the Woodcote Park Committee by 30 November on the activities conducted during the year, to seek authority for extensions of standing committee members and to report on gender composition and succession plans. This will be considered alongside the budget for the forthcoming year.

**b. Representation.** All committee members are representatives of the Club and have a responsibility to behave in accordance with the Club's values, internally at Club events and activities, and externally when representing the Club.

**13. Communications.** Committees are to ensure that all communications are to be in accordance with the Club Communications Guide (including the Gender Inclusive Language Guide) and are compliant with General Data Protection Regulations 2018, seeking approval, support and guidance from the Club's Communications Department.