

NORMANTON GOLF CLUB

POLICY DOCUMENT

EFFECTIVE GOVERNANCE

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Revised April 2022
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NORMANTON GOLF CLUB'S APPROACH TO GOOD GOVERNANCE

What is Governance? Governance is putting in place structures, policies, procedures and processes to meet legal requirements and ensure an organisation is run efficiently and effectively for the long term.

This document describes in detail what sound principles of good Governance and Management Control NGC adopts and what structural safeguards are in place to ensure it is a well-managed Golf Club.

NGC has put in place sound policies, efficient procedures and effective processes to enable the organisation to run effectively. We use these policies and procedures, combined with an ethical behaviour and culture of the organisation to ensure we have the necessary safeguards against Management or Company failure.

We believe the measures that have been put in place over the past few years has made NGC a "fit for purpose" organisation with strong Governance, which will ensure it is sustainable for the future, beyond the lifetime of its current administration.

Having in place good governance will also help to ensure accountability of the elected Directors and transparency of its actions when scrutinised by its members.

Our Vision

To become the leading Golf venue in the Leeds & District region and provide our corporate guests with an exceptional customer-focused experience

Our Mission

By encouraging a customer-orientated culture, to provide the facilities and deliver the services that ensure both members and guests have a memorable experience of both Golf facilities and Conference /Banqueting offering

Our Values

- To value our members, never taking them for granted, always appreciating their needs
- To retain and enhance our reputation as a friendly club, where visitors and guests are always made to feel welcome
- To recognise and appreciate the hard work and effort of all our employees in providing an excellent customer-focused experience

Company Structure

NGC is an incorporated Company, whose liability is limited by Guarantee. This legal structure has been in place for many years as it is seen as the most suitable one for NGC, particularly as it owns land and employs staff. It means the Company is owned by its members who can have an input into the direction of the organisation, but are financially protected should the Company become insolvent or have a claim made against the club. This model also allows the club to enter into contracts and hold assets in its own name.

The Company's financial targets are

- α) To balance its books on an ongoing basis, to cover the day-day costs of running the business, including maintaining the Course and the Hall to a high standard,

as well as

- b) To create a surplus that can be used to re-invest into essential capital development work required of a larger scale, to improve the businesses, main assets and stimulate growth.

Organisational Structure

NGC's Organisational structure and Management model has been developed from past experiences as the most suitable and appropriate one to take the club forward and sustain success.

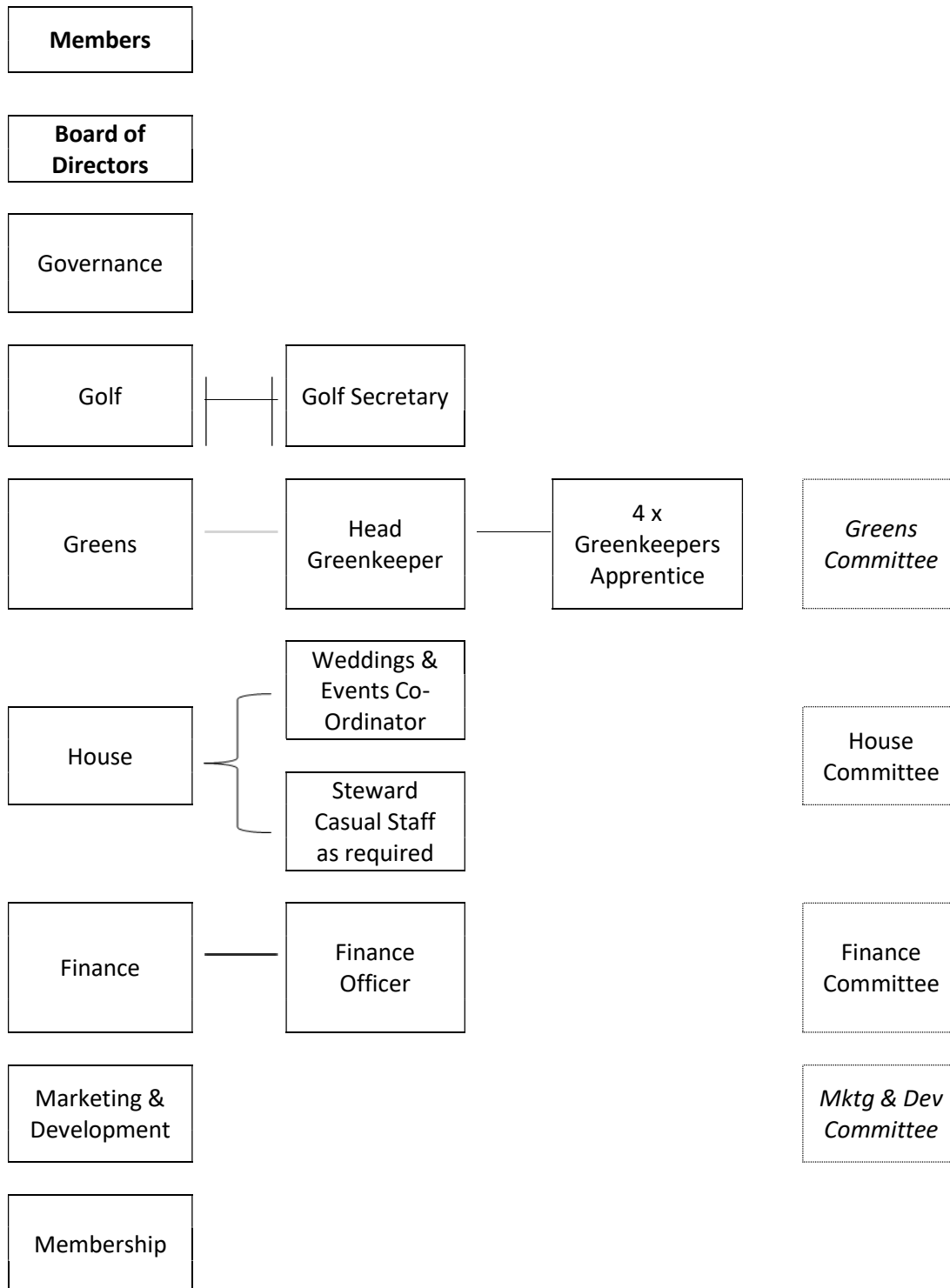


Fig 1 Organisational Structure

Efficient and Effective Processes & Procedures adopted by NGC

NGC has developed an overall **Company Strategy** which sets out the direction of the Company and what its aims and objectives are. Within this overarching strategy is a 5 Year **Business Plan** which explains the detail of its targets and proposed actions in the short to medium term to help deliver the Strategy.

NGC have developed many key processes and procedures over recent years in order to help safeguard against Management or Company failure. There will always be further work to be done however, but the key processes and procedures already in place, described below, will go a long way to help mitigate against the Company encountering a serious failing of its Governance.

The requirements necessary to ensure sound management and good governance is in place	What policies, procedures and processes NGC has in place to meet the requirements of good governance
<p>Directors</p> <p>A requirement that Directors have a clear understanding of their role and responsibilities for accountability to safeguard against abuse of position to the detriment of the company and perform those duties to a high standard of ethics and transparency.</p>	<p>NGC have established a Directors Code of Conduct to clearly define the role and the standards expected of the Directors. (Appendix 1)</p>
<p>Finance</p> <ul style="list-style-type: none"> • The need for effective scrutiny of club finances by neutral members to facilitate full transparency for the benefit of the membership • A need for any committee members to have a clear understanding of their role and responsibilities to safeguard against abuse of position to the detriment of the company. • A need to have an efficient financial operating system which will effectively manage the day-to-day finances of the club. • A requirement for Directors and Management to have financial reports which clearly show the current financial position of the club to safeguard against leaving crucial decisions too late to act upon. • The need to effectively control all debt, ensuring any debt owed is kept to a minimum, manageable level • A requirement to have in place processes to ensure accountability wherever cash is handled • To maintain insurance cover 	<ul style="list-style-type: none"> • NGC have a Finance Committee made up of Directors, key staff and neutral Club members to act as a scrutiny body to ensure finances are effectively monitored. • NGC have established a Protocol for members of the Finance Committee (Appendix 2) which clearly defines the role and purpose of the committee and its members. • NGC have adopted SAGE financial management system as an appropriate system which offers effective processes to manage finance. • NGC produce a monthly suite of Management Reports which allows the Directors to effectively monitor how well the club is performing financially. It shows all income streams and drills down to individual expenditure headings, displaying previous periods for comparison purposes. • NGC produce a monthly debtors report (current/30/60/90/90+ days) which enables monitoring by the Finance Committee. • NGC have in place an audit trail and related monitoring processes of cash-handling. • Regularly review and maintain adequate insurance cover to ensure the Company is fully protected against any risks and /or claims arising from its ongoing businesses

The requirements necessary to ensure sound management and good governance is in place	What policies, procedures and processes NGC has in place to meet the requirements of good governance
<ul style="list-style-type: none"> To organise regular stock control procedures To consider from time to time the need for the rating assessment to be checked 	<ul style="list-style-type: none"> Ensure that the NGC have a schedule of stock control checks to monitor efficiency and guard against pilferage To ensure that costs are kept to a minimum by providing for the Rating Assessment to be professionally checked
<p>Procurement (VFM)</p> <ul style="list-style-type: none"> The need to have the necessary safeguards in place to ensure VFM on its purchasing of goods and services ensuring that a high standard of ethics and transparency are maintained A requirement for approval from a neutral body for any “one-off” expenditure over £1,000 	<ul style="list-style-type: none"> NGC operate a procedure where a minimum of 3 quotations are required in order to be able to carry out a VFM analysis. Counter signature is required by relevant head/director prior to payment of any invoice. The Finance Committee to consider requests for purchasing “one-off” goods or services over £1,000 prior to order and make recommendations to the Board where appropriate.
<p>Management of Assets (Title Documentation)</p> <ul style="list-style-type: none"> Establish effective custodianship of all documentation relating to the Company's land and property interests <p>Management of Asset (Buildings)</p> <ul style="list-style-type: none"> The need to have an effective facility management process in place to ensure against deterioration of the condition of its buildings The need to have procedures in place which ensures efficiency of its Energy used The need to have a contract with an energy supplier which provides the best possible VFM 	<ul style="list-style-type: none"> To ensure satisfactory safe and secure storage of all Title Deeds and documents including: <ul style="list-style-type: none"> Listed Building Notices Planning Consents/Refusals and supporting plans Leases/Easement/ Wayleave documentation Identified Encroachments and action taken CDM records Water Abstract Licenses Fire certificates (where not displayed) NGC has a comprehensive facilities management process in place which will ensure its buildings are maintained at a standard that will provide future sustainability. NGC have in place clear evidence of energy monitoring procedures to ensure control of usage. NGC conducts periodic reviews of its energy contracts to ensure best possible VFM
<p>Management of Asset (Course)</p> <ul style="list-style-type: none"> The need to maintain and develop the course taking cognisance of financial constraints, industry best practice and the wishes of the membership 	<ul style="list-style-type: none"> We have an elected Greens Director and a Greens Committee who meet monthly. To ensure transparency the Membership will have a monthly opportunity to speak with the Greens Director, an email facility to make direct contact and receive monthly course updates from the Greens Committee. We will survey our membership annually to obtain their views on the way the course is being maintained and future needs and in accordance with a transparent culture those findings will be published

The requirements necessary to ensure sound management and good governance is in place	What policies, procedures and processes NGC has in place to meet the requirements of good governance
<p><u>Management of Asset (Plant & Equipment)</u></p> <ul style="list-style-type: none"> • The need to have a process in place, including establishing contracts, which safeguards against poor VFM and ineffective maintenance of its plant, machinery and equipment • The need to have a process in place for safeguarding items of plant and equipment which are on hire or lease from third parties. • Ensuring lease/hire agreements are appropriate and value for money 	<ul style="list-style-type: none"> • NGC maintains an inventory of its assets, showing: when purchased, current value, life expectancy and replacement value. From this analysis we operate a rolling program of course machinery replacement. - To ensure full accountability any procurement will be preceded by: <ul style="list-style-type: none"> analysis of current/previous utilisation, condition survey of existing asset, on-site demonstration where a different make/type of machine is being considered - A minimum of 3 quotations including specifications by interested companies, - comparative cost and specification analysis to demonstrate “best value” - exploring alternative funding methods (hiring, leasing, outright buy, etc.) to determine the most appropriate method of procuring.
<p><u>Management of People (HR)</u></p> <ul style="list-style-type: none"> • The need to have modern effective HR processes and procedures in place to protect employer and employees against misuse/abuse on either side such procedures to accord to a high ethical standard and transparency 	<ul style="list-style-type: none"> • NGC is in the process of updating its approach towards HR including reviewing its HR documents (contracts, etc.) • NGC have automated systems in place to monitor attendance and timekeeping. • NGC employ HR professional consultants to liaise with and receive professional advice on employment matters to ensure compliance with legislation and regulations.
<p><u>Information systems and Technology</u></p> <p>The need to develop and / or implement information systems that support both:</p> <ul style="list-style-type: none"> • The operational needs of the Company, by underpinning the day-to-day business processes • The strategic development of the business (moving towards the desired ‘vision’). • IT systems which adequately safeguards company and membership data and ensures that full privacy is maintained and is compliant with Data Protection legislation 	<p>NGC has implemented ClubV1 as our Management System to collate and retain information and provide effective “tailor made” reports to enable key decisions to be taken based on sound evidence</p> <ul style="list-style-type: none"> • We have implemented BRS to improve the course administration, service to members and management of the Hospitality business • We have implemented improved I.T. infrastructure e.g. Centralised filing for Admin • We have developed our ‘Web Presence’ to provide information services to members and customers, and also as a marketing tool to increase revenue growth, e.g. Wedding Calculator and use of Social media • We plan to understand our members needs better through the use of electronic surveys.

The requirements necessary to ensure sound management and good governance is in place	What policies, procedures and processes NGC has in place to meet the requirements of good governance
<p><u>Health & Safety</u></p> <ul style="list-style-type: none"> • The need to ensure staff are working in a safe and secure environment and that members and customers can use the facilities safe in the knowledge that all necessary precautions have been put in place. • Promote H&S awareness to ensure members as well as staff . . . • Need to Safeguard the public at large and course users from potential risks 	<ul style="list-style-type: none"> • We have documented risk assessments for all key green keeping tasks. • Only authorised green keeping staff qualified by relevant training are permitted to use machinery and chemicals • NGC has had an external Fire Safety risk assessment carried out for Hatfeild Hall, rectifying any problems identified in the assessment. • Establish Fire equipment maintenance schedule • Hard wire Electrical testing (every 5yrs) • Small appliance PAT testing (every 2-3yrs) • ongoing Asbestos testing • ongoing Legionella Testing • Regularly review provision of notices around the course to alert the general public to the risks of being present on the course and remind players of their responsibilities
<p><u>Safeguarding</u></p> <ul style="list-style-type: none"> • Equality and Diversity 	<ul style="list-style-type: none"> • Endeavour to maintain and support the position of Club Welfare Officer • Ensure Safeguarding and Equality and Diversity Policies are kept up to date • Promote Safeguarding principles to the membership • Ensure Equality and Diversity protocols are implemented in • Consideration of applications for Club Membership and staff recruitment
<p><u>Data Protection.</u></p>	<ul style="list-style-type: none"> • Ensure Data Protection protocols are maintained and Membership are made aware when appropriate

The above key processes and procedures help the business run efficiently and effectively, making a significant contribution towards the good governance of NGC and will help ensure the company is sustainable in the long term, well after the life of the current administration.

Normanton Golf Club, Board of Directors

- Finance Director
- Business Development Director
- Greens Director
- House Director
- Golf Director
- Governance Director