



DUTIES OF CLUB OFFICIALS: SUB-COMMITTEES

(revised June 2011)

The Club Rules or Articles of Association will lay down the arrangements for the appointment of sub-committees to supervise specific activities. Occasionally these responsibilities may overlap. For example, a large social function may involve both the House and the Social Committees. The General Committee should ensure that one committee is given the final responsibility. In this case it would be the Social Committee.

The members of the General Committee will be nominated to serve on sub-committees in such a way that everybody shares equally the task of controlling the club. Care should be taken to ensure that members serve on those committees where they can make the most productive contribution. The Rules may also allow for the co-option of ordinary club members on to any committee for limited period, usually because the person concerned has a special skill to offer. For example a local restaurateur may be co-opted on to the House Committee to have a look at problems with the catering service.

Each sub-committee will appoint its own chairman in accordance with the Rules. That person will then be responsible for the overall affairs of that committee and for reporting at intervals to the General Committee. At some clubs the Captain will appoint the sub-Committee Chairmen.

The sub-committee will normally include all or some of the following:

- ⌘ Competitions & Handicap
- ⌘ Finance
- ⌘ Green
- ⌘ House
- ⌘ Junior
- ⌘ Membership
- ⌘ Social

Sometimes the names may vary but the broad responsibilities will remain the same. The Ladies will normally have their own committee with a captain, chairman and secretary/manager, who will manage the playing and social affairs relating directly to the Ladies' Section. There should be a good working relationship between the Ladies' Committee and the various Men's Committees, so that proper consideration is given to the requirements of the Ladies Section.

It is the duty of each sub-committee to:

1. Manage the affairs of that activity in an efficient manner in order to comply with the Club Rules and Policies and to provide the members with the best possible service.
2. Meet regularly, usually following a pre-determined schedule, so that sub-committee meetings coincide with General Committee Meetings. However, don't hold meetings just for the sake of it, and don't be afraid to call a special meeting at short notice if something requires urgent attention.
3. Deal with matters delegated to it by the General Committee and to report back where appropriate.
4. Make suggestions for improvements to that aspect of the club. The organisation cannot stand still; it must constantly be looking for improvements and must adapt to change.
5. Produce minutes of the meetings.

Each committee will have responsibilities related to that specific activity, ie the House Committee will approve menus. But there are general responsibilities which all sub-committees must comply with. These are:

1. Preparation and control of budgets both for income and revenue/capital expenditure.
2. Review of periodic management accounts including income and revenue/capital expenditure together with a budget comparison.
3. Where appropriate the control of:
 - ⌘ staff requisitions
 - ⌘ purchase orders
 - ⌘ invoice signing and passing
 - ⌘ spending limits
4. Seeking General Committee approval for spending as necessary.
5. Programmes of work for staff.
6. Maintenance and replacement of assets ie buildings, machinery, equipment. Also recommendations for additional assets/equipment.
7. Staff matters including discipline, wage and salary reviews and conditions of employment.
8. Health & Safety.
9. Answering criticism and suggestions from members.

There are two further areas that each sub-committee must consider:

1. The involvement of staff in committee meetings ie should the greenkeeper attend course meetings or should the steward attend house meetings? Should that attendance be full or part time? We recommend that it should be full time, during which the staff member

gives a progress report and deals with any suggestions from the committee members. However, each club must decide its own policy.

2. The committee must be clear where to draw the line between what the committee does and what the secretary/manager does. In theory, the committee decides policy and the secretary/manager sees that it is carried out in the most efficient manner. In many clubs the secretary/manager attends all sub committee meetings and takes the minutes. He can then report on the day-to-day administration of that part of the club. For example, the green committee may decide to make a local rule regarding an area of the course. The secretary/manager will advise on the legality and wording of the rule and will attend to scorecards, notices etc.

What Are the Functions of the Sub-committee? - Check List

- ⌘ What sub-committees are there at my club?
- ⌘ How is the Chairman of each sub-committee elected?
- ⌘ What assets/machinery/equipment are the House and Green Sub-Committee responsible for?
- ⌘ Are there budgets for each activity prepared by the relevant sub-committee?
- ⌘ What is the sub-committee spending level?