



DECEMBER 2024 -  
MARCH 2025

# COMPREHENSIVE ASSESSMENT OF KEY OPERATIONAL PILLARS

*The Future is Bright*

Presented To: **Rosslare Golf Links**

Presented By: **Grow Sport**

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# TABLE OF CONTENTS



<b>BRIEF</b>	3
<b>COMPREHENSIVE REVIEW</b>	
Findings, Data & Recommendations	5-10
Internal SWOT Analysis	11
More of vs Less of	12-13
<b>DEFINE AND CLARIFY ROLES</b>	
Current Organisational Chart	15
Suggested Organisational Chart	16-17
Suggested MC Role	18-20
<u>Terms of Reference</u>	
Chairperson	21-22
Honorary Secretary	23-24
Honorary Treasurer	25-26
Greens	27-29
Business Development	30-31
Marketing	32-34
Maps, Lands & Boundaries	35-36
House & Social	37-38
Strategic Planning	39-41
Executive Summary FOR MC	42
<b>GENERAL MANAGER AND HOD ROLES</b>	
Suggested General Manager Job Description	43-45
Reporting Lines for General Manager	46-47
Suggested Job Description for HOD's	48-55
Next Steps	57-60

# The Brief

## Purpose of the Proposal

1. Conduct a comprehensive review of the existing structure and identify improvement areas.
2. Define and clarify roles for the Management Committee, Sub Committees, General Manager and HODs.
3. Ensure a smooth recruitment and training process for the new General Manager.

## Implementation Plan

<b>Engagement Meeting</b>	Completed
<b>Follow up / Refinement of the proposal</b>	Completed
<b>Survey the Management Committee</b>	Completed
<b>Follow up Call with the Management Committee</b>	Completed
<b>Survey the Heads of Departments</b>	Completed
<b>Present Draft 1 to the Chair, Hon Sec and Chair of Marketing Sub Committee. Discuss recruitment timeline and training process for the new General Manager.</b>	Meet on 17th February
<b>Present Draft 2 to the Chair, Hon Sec and Chair of Marketing Sub Committee.</b>	TBC

# Part 1

Conduct a comprehensive review of the existing structure and identify improvement areas.

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# Comprehensive Management & Operational Review Report

Findings, data and recommendations from the survey to the Management and HOD's Committee

## Introduction

Rosslare Golf Links has a long-standing reputation as a premier golf destination, offering high-quality facilities and an engaged membership. However as the club continues to grow it faces several operational governance and financial challenges that must be addressed to ensure long-term sustainability and an enhanced member experience.

This report provides a comprehensive review of the club's governance structure, operational efficiencies, financial sustainability and member engagement strategies. The assessment is based on direct input from the Management Committee (MC) and Heads of Departments (HODs) whose perspectives were gathered through structured surveys and individual feedback. Their insights highlight key areas of improvement including leadership structure, communication gaps, service quality, financial planning and facility investments.

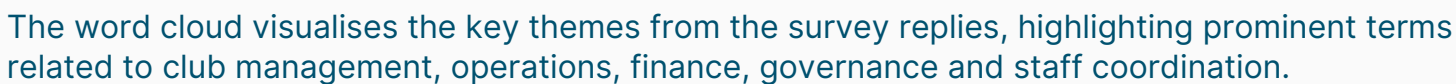
## Survey Methodology

To gain a detailed and objective understanding of the club's operations structured surveys were conducted with:

- The Management Committee – Reviewing governance structures, strategic direction, decision-making processes and financial oversight.
- Heads of Departments (HODs) – Assessing departmental performance, communication effectiveness, resource allocation and operational challenges.

Each department provided specific insights on daily challenges, collaboration with other departments and expectations for future club growth.

The survey also measured the perceived effectiveness of leadership, communication between the Management Committee and departments and operational efficiency.



1. **Management & Governance:** Words such as "committee," "management," "structure," "authority," and "governance" due to concerns about roles, reporting structures and decision-making processes are highlighted.
2. **Operations & Efficiency:** Terms like "planning," "delivery," "efficiency," "meetings," "staffing," and "finance" indicate an emphasis on the need for streamlined operations, better resource allocation and improved staff coordination.
3. **Challenges & Improvements:** Recurring words such as "issues," "challenges," "communication," "clarity," and "support" point to ongoing head for a general manager to guide staffing, internal communication and service quality.
4. **Strategic Growth & Member Experience:** Words like "investment," "facilities," "social," "membership," and "experience" indicate efforts towards improving infrastructure, attracting and retaining members and enhancing visitor satisfaction.
5. **HR & Staff Relations:** The presence of terms like "HR," "support," "interaction," "authority," and "reporting" are highlighting that human resources and team collaboration are significant areas needing attention.

This visualisation provides a snapshot of the most discussed topics, allowing the club to prioritise key operational and strategic improvements.



# Findings

## Comprehensive Report on Club Governance, Operations and Strategic Development

- **1. Key Themes from the Survey Data**

- **1.1 Governance & Leadership**

- **Findings**

- The absence of a General Manager has led to fragmented leadership, unclear reporting structures and excessive reliance on volunteer committees.
    - Decision-making processes are slow and reactive, limiting the club's ability to efficiently implement strategic changes.
    - Frequent changes in committee positions lead to a lack of continuity, as 63% of current members have been in their role for only one year.
    - Limited structured communication between the Management Committee (MC), Heads of Departments (HODs), and key stakeholders leads to inefficiencies in leadership execution.

- **Challenges Identified**

- No executive leadership overseeing daily club operations.
    - Unclear roles and responsibilities within committees and operational teams.
    - Volunteer fatigue due to excessive workloads.
    - Slow decision-making affecting long-term strategic execution.
    - Lack of structured succession planning to maintain leadership continuity.

- **Recommendations**

- Appoint a General Manager to oversee daily operations, strategic planning and interdepartmental communication.  
(The recruitment process is underway)
    - Establish clear reporting structures with defined responsibilities for committees and HODs.
    - Implement structured communication frameworks such as weekly operational circulars and monthly HOD meetings.
    - Introduce onboarding and mentoring programs for committee members to ensure continuity and institutional knowledge.
    - Develop a structured succession plan to ensure smooth leadership transitions within the MC.

# Findings

- **1.2 Operational Efficiency & Club Performance**

- **Findings**

- Course maintenance operations are well-structured with dedicated staffing and scheduling systems, improving overall course quality.
- Clubhouse, bar and restaurant services require significant improvements in staffing, efficiency and service quality.
- Communication gaps exist between the MC, operational teams and staff, leading to a disconnect in decision-making and execution.
- Sub-Committee and staff knowledge of financial oversight varies across departments.
- Insufficient clarity in committee roles and departmental responsibilities.
- Over-reliance on manual processes resulting in large labour efforts in reporting.

- **Challenges Identified**

- Disjointed communication between the Committees and operational staff.
- Lack of digital integration across booking, reporting and financial management systems.
- Poor F&B service delivery, affecting member satisfaction.

- **Recommendations**

- Enhance interdepartmental communication through structured updates and scheduled coordination meetings.
- Develop Standard Operating Procedures (SOPs) for all operational departments and Terms of Reference for Committees and Officers of the MC.
- To evaluate and enhance club software offerings with a focus on improving implementation functions for financial reporting, ensuring efficiency, accuracy and reduced time of use. Plug-ins such as Xero to Clubnet is an example.
- Transition to an F&B franchise model to improve service quality.
- Implement an annual review and handover program for all departmental and committee processes, ensuring resource allocation aligns with strategic goals and that HODS and committees are well-informed, familiar with the procedures and clear on their roles.



# Findings

- **1.3 Financial Sustainability & Strategic Investments**

- **Findings**

- The club remains heavily reliant on membership fees, making financial diversification a priority for long-term sustainability.
  - Development fees for new members have provided an initial step in reducing reliance on membership fees.
  - Potential avenues for revenue diversification include corporate partnerships, sponsorships and expanded hospitality services.
- Investment priorities include clubhouse renovations(approved), car park expansion and practice facility upgrades.

- **Challenges Identified**

- Limited alternative revenue streams beyond membership fees.
- While there is a strategic and financial plan, most golf clubs, including Rosslare, tend to have a slower implementation process due to their heavy reliance on membership income.
- Limited corporate engagement for additional funding.

- **Recommendations**

- Develop a strategic financial diversification plan, exploring corporate sponsorships, event hosting and commercial partnerships.
- Enhance revenue through premium visitor experiences and expanded hospitality services.
- Continue reviewing the long-term capital investment strategies to identify opportunities for accelerating implementation and reducing reliance on membership income.
- Review all structured budgeting frameworks annually across all departments to improve resource planning and financial efficiency.

# Findings

- **1.4 Food & Beverage (F&B) Services**

- **Findings**

- F&B services are inadequate, with persistent issues in kitchen efficiency, staffing standards and price-quality balance.
- Poor service quality negatively affects member satisfaction and contributes to operational inefficiencies.
- Survey feedback from the MC and HODs strongly supports transitioning to a franchise model to enhance service delivery and operational management.

- **Challenges Identified**

- Inconsistent food quality and slow service times.
- Staffing shortages and lack of professional standards.
- Growing staffing hours(high season) and rising wage costs.
- The reduction in services during the winter months results in a limited offering for members, impacting their overall experience.

- **Recommendations**

- Adopt an F&B franchise model to bring in professional expertise, improve food quality and streamline operations.
- Develop a structured contract with performance metrics to ensure quality standards and service expectations are met.
- Introduce regular member feedback mechanisms to monitor satisfaction and adjust service offerings accordingly.
- Enhance kitchen and bar efficiency through staff training and updated bar/restaurant area. (approved since survey).

# INTERNAL SWOT ANALYSIS

## UNDERSTANDING WHERE WE ARE



### STRENGTHS

- Established member base.
- High-quality golf course and practice facilities.
- Dedicated volunteers.
- Strategic location with growth potential.
- New irrigation system improving course maintenance.
- Growing brand throughout Ireland and overseas.



### WEAKNESSES

- Lack of clear organisational structure and defined roles.
- Inefficiencies in communication.
- Committee workloads leading to fatigue.
- Difficult to recruit members for committee positions.
- Over-reliance on membership fees.
- Lack of standardised communication between staff departments.
- Low satisfaction with F&B services.
- Ageing clubhouse facilities.
- Governance inefficiencies.



### OPPORTUNITIES

- Professionalise management by appointing a General Manager.
- Modernise clubhouse and practice facilities to attract new members.
- Engage with business for Corporate sponsorships & partnerships.
- F&B franchise model for better quality & profitability.
- Membership expansion in the Burrow Course, as Championship Course near capacity.
- Digital transformation & improved communications.



### THREATS

- Declining member engagement due to communication gaps.
- Declining committee engagement due to communication gaps.
- Some capital plan investments may take longer to complete due to financial and budget resource availability.
- Operational inefficiencies reducing overall effectiveness.
- Competition from other golf clubs.
- Rising operational costs.
- Without streamlined terms of reference, strategic changes take longer to implement.

# More Of vs Less Of

Gives us a snap shot of the total feedback & recommendations



## More of

### Governance & Leadership Improvements

- Structured leadership through a dedicated General Manager to oversee operations and execution.
- Clear organisational chart to define reporting lines and responsibilities.
- Defined roles and job specifications for committee members (Terms of Reference) and staff (Roles and Responsibilities) to improve accountability.
- Establish a Staffing and Protocols Committee, led by the General Manager, to oversee HR policies and employment practices.

### Financial Management & Strategic Oversight

- A standardised budgeting process for committees is in place to minimise ad hoc requests and enhance financial planning, and it remains a priority to uphold.
- While a Strategic and Capital Plan is in place, we recommend reviewing and adapting it into a rolling process rather than fixed 5- or 10-year plans. This approach will allow for annual reviews and facilitate more agile progress tracking.
- Efficient financial reporting will now be managed by an external accountancy contractor, which will reduce the load on volunteers and staff.
- Ensuring the availability of members' lines is crucial. A policy for the strategic management of the BRS system should be established to align with financial goals and revenue generation, with oversight from the General Manager.

## More of

### Operational Efficiency & Digital Transformation

- Enhanced communication and transparency between the Management Committee, HODs and Trustees.
- Ongoing communication with Trustees to enhance governance, collaboration and decision-making.
- Evaluate available software options to enhance the integration of digital tools for club operations, financial reporting and member engagement, ensuring a more streamlined and efficient system.
- Implementation of Standard Operating Procedures (SOPs) for all staff, including F&B teams, to ensure service consistency and efficiency.
- Comprehensive handover documents for outgoing committee members to ensure continuity in leadership and governance.

### Marketing & Member Engagement

- Continue implementing strategic marketing initiatives annually to promote the club, enhance event participation and support membership growth.
- Conduct a review of the visitor experience to enhance hospitality and engagement, considering the option of opening offices on weekends as needed to better support events and group activities.

### Facilities & Infrastructure Development

- A dedicated Map, Lands and Boundaries Committee to oversee property and land management.
- Investment in long-term infrastructure upgrades, including improved practice facilities and clubhouse renovations.

# More Of vs Less Of

Gives us a snap shot of the total feedback



## Less of



### Governance & Organisational Structure Issues

- Ambiguity in reporting lines and organisational structure
  - Lack of a Terms of Reference leads to confusion over responsibilities.
  - No clear decision-making authority for operational matters.
- Undefined reporting structures for Heads of Departments (HODs)
  - No structured framework for how HODs report to the Management Committee.
  - Inconsistent feedback and lack of accountability in departmental performance.
- Committee members directly managing staff instead of a professional manager
  - Volunteers involved in day-to-day operations.
- The Chairperson, Secretary, and Treasurer are currently handling administrative tasks that the General Manager can be tasked with.
  - High-level leadership roles are overloaded with operational tasks.
  - Excessive time spent on administrative duties instead of strategic leadership.
- Overlapping committee responsibilities leading to confusion;
  - Unclear division of roles between different committees.
  - Decision-making bottlenecks due to multiple committees involved in the same issues.

## Less of

### Financial Management Issues

- A centralised software system for tracking departmental financial performance could enhance transparency and reduce workload.
- Currently, membership and green fees account for 96% of total income. A review of opportunities to diversify revenue streams, including corporate partnerships and event income, would support long-term financial sustainability.

### Operational & Administrative Issues

- Over 25 users of the BRS system without standardisation or fee structures;
  - Multiple unrestricted users, leading to inconsistent booking conflicts.
  - No clear structure for booking approvals and usage monitoring.
- Unstructured and inefficient membership application processes
  - Lack of digital integration, making applications dependent on manual work.
- Closed visitor offices on weekends, reducing the quality of the welcome experience;
  - No staff availability during peak visitor hours, leading to missed revenue opportunities.

## Part 2

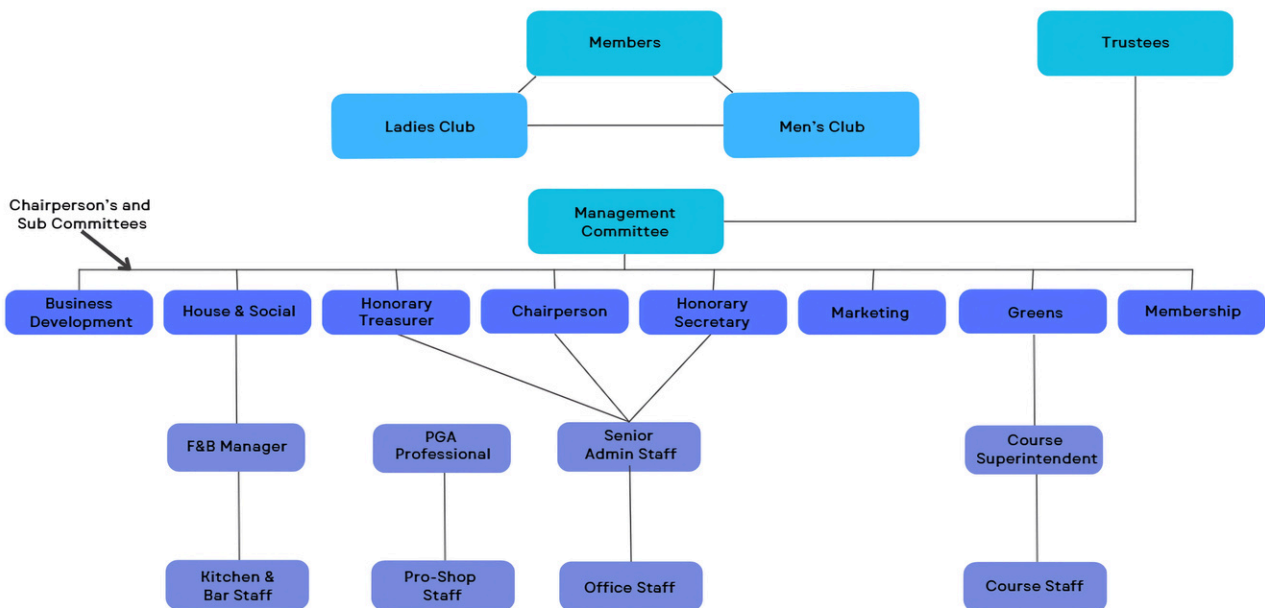
Define and  
clarify roles for the;

- Management Committee
  - Sub Committees
  - General Manager
  - Heads of Departments
-



# Current Organisational Chart

## ROSSLARE ORGANISATION CHART



## Current Structure

The Management Committee comprised of Eight Ordinary members;

- The Management Committee Chairperson. • The Treasurer/Financial Controller.
- The Management Committee Secretary. • The Chair of Greens.
- The Chair of Business Development. • The Chair of Marketing, P.R. & Communications.
- The Chair of Membership. • The Chair of House and Social.

The Ladies and Men's Club.

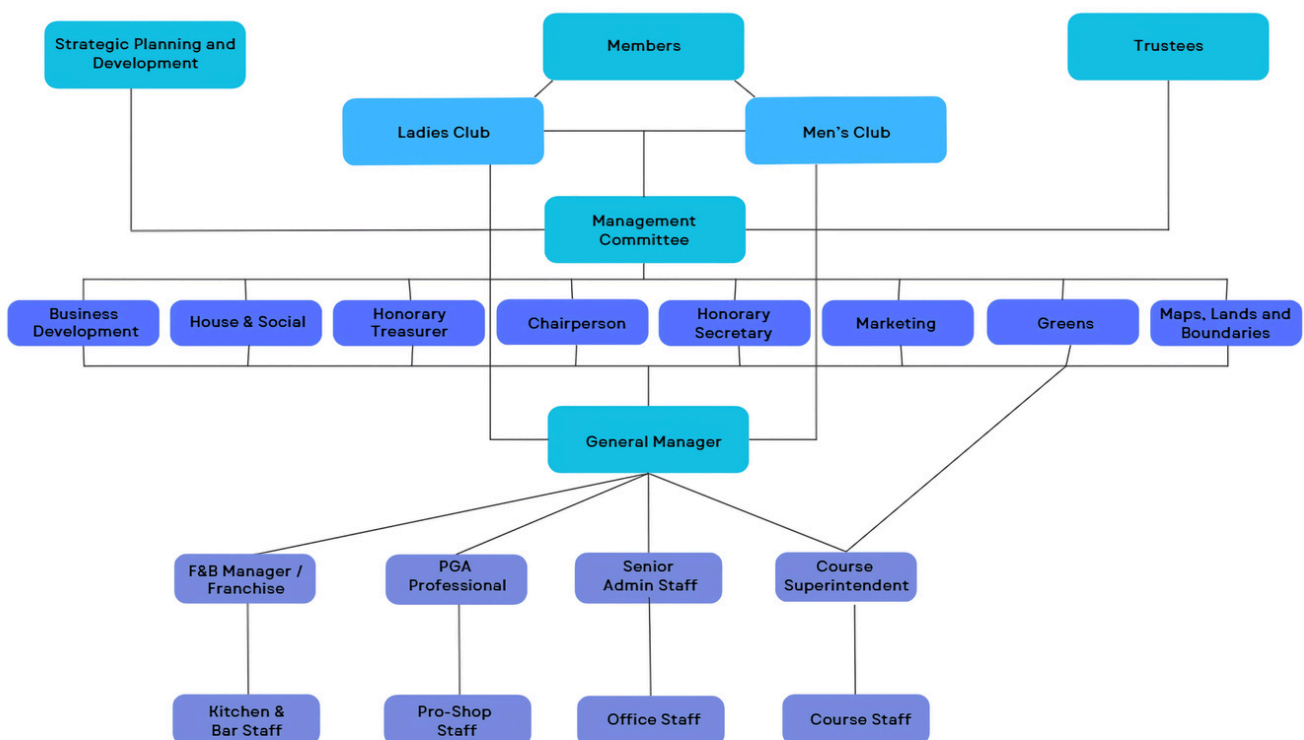
Trustees.

Head of Departments;

- The F&B Manger • The PGA Professional
- The Senior Administrator • The Course Superintendent

# Suggested Organisational Chart

ROSSLARE ORGANISATION CHART



## Suggested Structure

The Management Committee comprised of Eight Ordinary members;

- The Management Committee Chairperson. • The Treasurer/Financial Controller.
- The Management Committee Secretary. • The Chair of Greens.
- The Chair of Business Development. • The Chair of Marketing, P.R. & Communications.
- The Chair of Maps, Lands and Boundaries. • The Chair of House and Social.

The Ladies and Men's Club.

Trustees.

General Manager

Head of Departments;

- The F&B Manager/Franchise • The PGA Professional
- The Senior Administrator • The Course Superintendent

# Suggested Organisational Changes

## Suggested Structure

### New Elements

#### **Combine the Business Development and Members Committees.**

Given the seasonal nature of both functions, merging the committees allows for better utilisation of their combined expertise without expanding the Management Committee sizes.

#### **Introduce a New Sub Committee Maps, Lands and Boundaries.**

The Maps, Lands, and Boundaries Committee is responsible for overseeing all matters related to the club's property, including mapping, land use, boundary maintenance and the resolution of land-related issues. The committee will ensure the effective management, protection and utilisation of the club's lands in alignment with Rosslare Golf Links' strategic goals.

#### **Strategic Planning and Development Committee**

The Strategic Planning and Development Committee is responsible for shaping the long-term vision of Rosslare Golf Club. Operating independently from the Management Committee and all Sub-Committees, this committee provides unbiased strategic direction to ensure the Club's sustainable growth and development.

#### **Reporting Structure and Role of the General Manager**

The reporting structure for Heads of Departments (HODs) will be realigned to integrate with the leadership of the General Manager (GM). The GM will assume an active role within each sub-committee, ensuring operational alignment with strategic objectives and facilitating effective communication between all stakeholders and governance structures.

# Suggested Management Committee Role

## Terms of Reference for the Management Committee

### 1. Role and Responsibilities of the Management Committee

The Management Committee serves as the steward of the Club's assets and resources, ensuring effective governance, financial integrity and strategic direction. The Committee is responsible for leading Rosslare Golf Club in the implementation of its strategic and business plans, ensuring operational efficiency and upholding the highest standards of club management.

The Committee's primary focus is to work on the business rather than in the business, ensuring long-term sustainability, member satisfaction and financial health.

#### 1.1. Role

The Management Committee is responsible for:

- Strategic Planning & Implementation:
  - Implementing the Club's Strategic and Business Plans in alignment with its mission and goals.
  - Approving and overseeing major initiatives and capital projects.
- Governance & Compliance:
  - Ensuring adherence to good governance practices, legal requirements and ethical standards.
  - Reviewing and updating the Club's Constitution, Bye-laws and policies as needed.
- Financial Oversight:
  - Ensuring financial solvency, integrity and sustainability through robust financial policies.
  - Overseeing budgeting, expenditure control and financial reporting.
- Operational & Facility Management:
  - Managing the golf course, clubhouse and all club facilities to ensure high-quality standards.
  - Protecting and enhancing the Club's physical assets and long-term sustainability.
- Membership & Community Engagement:
  - Defining membership categories and policies, ensuring inclusivity and growth.
  - Fostering regular and effective communication with members, staff and stakeholders.
- Committee Leadership & Sub-Committees:
  - Establishing and overseeing key sub-committees, ensuring alignment with strategic goals.
  - Setting objectives and expectations for sub-committee members, ensuring accountability.

## 1.2. Responsibilities

- Strategic Planning & Review:
  - Approve the Strategic Plan in collaboration with the Strategic Planning and Development Committee.
  - Present an Annual Business & Operations Report at the AGM/EGM.
  - Conduct an annual review of the Club's strategic objectives and recommend amendments.
- Performance Monitoring & Risk Management:
  - Regularly monitor the implementation of strategic and annual plans, ensuring measurable progress.
  - Evaluate and mitigate operational, financial and reputational risks.
  - Monitor the performance of club management and staff, ensuring efficiency.
- Communication & Stakeholder Engagement:
  - Foster open and transparent communication with members on key decisions and developments.
  - Engage with internal and external stakeholders, ensuring strong partnerships and collaboration.
  - Utilise member expertise by appointing sub-committees in core areas such as Strategy, Course, Membership, Marketing, Finance, Lands and House & Social.
- Legal & Regulatory Compliance:
  - Ensure compliance with Club Policies, Constitution, relevant laws and sporting body regulations.
  - Uphold the highest standards of governance, ethical conduct and transparency.

## 2. Individual Responsibilities of Management Committee Members

Each Management Committee (MC) member is expected to:

- Understand and uphold the principles of good governance and management.
- Exercise independent judgment on strategic, financial and operational matters.
- Demonstrate accountability, integrity and professionalism in decision-making.
- Attend relevant club events and meetings, acting as an ambassador for the Club.
- Treat all members with respect, ensuring inclusivity and fairness.
- Maintain strict confidentiality regarding committee discussions and decisions.
- Be knowledgeable about the Club's Constitution, Bye-laws and governance policies.
- Undertake ongoing training and development to enhance leadership effectiveness.

### 2.1. Desirable Attributes for Management Committee Members

- Strong leadership, communication and interpersonal skills.
- Ability to analyse issues critically and make sound decisions.
- Experience in business, finance, law, sports administration or governance is desirable.
- Ability to exercise independent judgment while working collaboratively.

### 2.2. Additional Preferred Experience & Abilities

- Experience in strategic planning, risk management or financial oversight.
- Familiarity with golf club operations, member engagement and club governance.
- Strong understanding of financial policy, budgeting and performance monitoring.
- Knowledge of sports club governance and best practices.

### 3. Key Roles within the Management Committee

The Management Committee shall be composed of eight Ordinary Members, each responsible for managing a specific portfolio.

The appointments shall be made in the following order:

1. Management Committee Chairperson
2. Management Committee Secretary
3. Treasurer / Financial Controller
4. Chair of Greens
5. Chair of Business Development (incorporating Membership Committee)
6. Chair of Marketing, Public Relations & Communications
7. Chair of Maps, Lands and Boundaries
8. Chair of House and Social

Each role has specific responsibilities to ensure the efficient governance, operation and development of the Club.

#### 3.1. Gender Balance:

The club will adhere to gender balance requirements as established by the MC.

This Terms of Reference ensures that the Management Committee at Rosslare Golf Club functions with strategic oversight, accountability and transparency, positioning the Club for long-term success and sustainability.



# Suggested Terms of Reference Chairperson

## Terms of Reference for the Chairperson

1. Officer Name:  
Chairperson

2. Type:  
Standing Officer Role

3. Scope:

The Chairperson provides leadership and strategic direction to the Management Committee (MC) and ensures the successful governance and management of the club's business and golfing affairs. The Chairperson fosters a collaborative relationship between the MC, employees, volunteers and club members while upholding the club's Constitution and governance framework.

4. Key Responsibilities:

- Leadership and Governance:
  - Provide leadership and direction to the MC, ensuring that club governance aligns with its mission and strategic goals.
  - Ensure fulfilment of the club's responsibilities regarding governance, business, and golf operations.
  - Maintain oversight of all club activities, ensuring proper execution of policies and decisions.
- Meeting and Committee Management:
  - Chair the MC meetings and ensure they are conducted efficiently and effectively with open, honest discussions.
  - Chair the Club's AGM, SGMs and EGMs.
  - Set agendas for meetings and ensure timely distribution of relevant papers and minutes.
  - Nominate Chairpersons or liaison persons for Sub-Committees, subject to MC approval.
  - Ensure appropriate representation of skills and expertise on the MC and Sub-Committees.
  - Meet quarterly with the Trustees and the Men's and Ladies' Club, sharing the minutes of Management Committee meetings and providing an avenue for discussion after parties have had time to review.
- Strategic Planning and Succession:
  - Lead periodic reviews of the club's goals, strategies and governance structures.
  - Ensure a comprehensive MC succession plan is in place.
  - Consult with MC members periodically to assess their roles and optimize their contributions.

- Communication and Representation:
  - Act as a spokesperson for the Club, representing the Club externally and internally.
  - Ensure fair and equal participation among MC members and foster an inclusive decision-making process.
  - Promote transparent communication with members and employees.
- Compliance and Legal Responsibilities:
  - Ensure compliance with Constitutional procedures and governance best practices.
  - Act as a signatory for the Club on legal and financial matters.
  - Ensure the MC maintains integrity, impartiality and adherence to ethical standards.
- Support for Club Management:
  - Work collaboratively with the General Manager (GM) to ensure efficient day-to-day operations of the Club.
  - Provide support and oversight for the GM's role, including regular performance reviews.
  - If applicable, work with the GM to manage paid employees, including recruitment, retention, training, salary reviews and performance evaluations.
  - Support the GM in maintaining compliance with financial, legal, and operational procedures.

#### 5. Expertise:

The Chairperson should ideally have knowledge or experience in:

- Club governance and strategic leadership.
- Business and financial management.
- Experience at Board or Committee level.
- Strong leadership and people management skills.
- Effective communication and public speaking abilities.
- Conflict resolution and problem-solving skills.

#### 6. Gender Balance:

The club will adhere to gender balance requirements as established by the MC.

#### 7. Reporting:

The Chairperson will:

- Provide leadership and oversight to ensure all MC members fulfil their responsibilities.
- Regularly report on governance and club affairs to members and stakeholders.
- Submit an annual review outlining achievements, challenges and strategic recommendations.

#### 8. Procedures:

- The Chairperson will attend all MC meetings, AGMs, SGMs, and EGMs.
- Ensure all discussions, resolutions, and governance matters are documented appropriately.
- Oversee implementation of strategic initiatives and governance improvements.

#### 9. General Manager's Role:

The General Manager will support the Chairperson by:

- Providing operational updates and reports on club activities.
- Assisting in implementing strategic and governance decisions of the MC.
- Managing the day-to-day affairs of the Club, ensuring efficiency and compliance.
- Acting as a key liaison between the MC, employees and club members.

# Suggested Terms of Reference Honorary Secretary

## Terms of Reference for the Honorary Secretary

### 1. Officer Name:

Honorary Secretary

### 2. Type:

Standing Officer Role

### 3. Scope:

The Honorary Secretary is responsible for ensuring the smooth operation of club governance, particularly in relation to meetings, compliance with the Club's Constitution and Bye-Laws, and effective communication between the Management Committee (MC), subcommittees, and members. The Secretary plays a key role in preparing and conducting General Meetings, ensuring that records are maintained accurately and assisting the Chairperson in addressing issues that may arise.

### 4. Key Responsibilities:

- Meeting Preparation and Conduct:
  - Organise and prepare agendas for General Meetings and Management Committee meetings in consultation with the Chairperson.
  - Ensure that proper notice is given for meetings and that all necessary documentation is circulated in advance.
  - Take minutes at meetings and ensure they are properly recorded and distributed as appropriate.
  - Assist the Chairperson in managing discussions, ensuring procedural adherence, and addressing any governance issues that arise.
- Governance and Compliance:
  - Ensure adherence to the Club's Constitution and Bye-Laws in all decision-making processes.
  - Maintain up-to-date records of policies, procedures and club governance documentation.
  - Act as a reference point for the Club's governance framework and provide guidance to committee members where required.
- Communication and Liaison:
  - Serve as a liaison between the MC, subcommittees and club members to facilitate clear and transparent communication.
  - Keep members informed of important decisions, events and updates through appropriate channels.
  - Maintain records of correspondence and ensure prompt responses to queries and communications.

- Record Keeping and Documentation:
  - Maintain accurate and secure records of meeting minutes, resolutions and club decisions.
  - Ensure that club documents, including membership records, official correspondence and historical archives, are properly maintained and accessible as needed.
- Club Administration Support:
  - Assist with the coordination of club elections, nominations and voting processes.
  - Work with the General Manager and other key officers to support the club's operational functions.
  - Ensure all club administrative requirements are met in a timely and efficient manner.

## 5. Expertise:

- The Honorary Secretary should ideally have knowledge or experience in:
  - Club governance, including the Constitution and Bye-Laws.
  - Organisational and administrative skills.
  - Effective problem-solving and decision-making.
  - Attention to detail and accuracy in record-keeping.
  - Communication and interpersonal skills.
  - Computer literacy, including document management and correspondence.

## 6. Gender Balance:

- The club will adhere to gender balance requirements as established by the MC.

## 7. Reporting:

- The Honorary Secretary will:
  - Maintain and distribute meeting minutes and records.
  - Report key governance and administrative issues to the MC.
  - Ensure compliance with club rules and governance standards.
  - Submit an annual report summarising governance matters and recommendations for improvements.

## 8. Procedures:

- The Secretary will attend all General Meetings and MC meetings.
- Ensure all meeting minutes and records are stored securely and accessible to relevant members.
- Support governance initiatives and ensure compliance with best practices.

## 9. General Manager's Role:

- The General Manager will support the Honorary Secretary by:
  - Assisting with the preparation and distribution of meeting agendas and reports.
  - Managing club records and ensuring document accessibility.
  - Facilitating communication between the MC, subcommittees and club members.
  - Ensuring that administrative processes align with the club's strategic goals.

# Suggested Terms of Reference Honorary Treasurer

## Terms of Reference for the Honorary Treasurer

### 1. Officers Name:

Honorary Treasurer / Financial Controller

### 2. Type:

Standing Officer Role

### 3. Scope:

The Honorary Treasurer is responsible for the financial supervision and management of Rosslare Golf Links to support the Management Committee (MC) in ensuring good governance. The Treasurer oversees financial planning, budgeting, expenditure monitoring and financial reporting, ensuring the club remains financially stable and sustainable.

### 4. Key Responsibilities:

- Financial Management and Supervision:
  - Oversee the financial operations of the club and ensure sound financial governance.
  - Supervise procurement, internal auditing and cash management.
  - Provide financial oversight and advice to the MC.
- Budgeting and Financial Planning:
  - Lead the annual budget process and ensure an appropriate Annual Financial Plan is provided to the MC for approval.
  - Develop and monitor budgets for key areas, including Course, House, Marketing, Strategy and Membership Sub-Committees.
  - Plan for the club's financial future, ensuring sustainability and financial health.
  - Ensure that each subcommittee and department submits their budget for the following year by August.
- Reporting and Compliance:
  - Provide monthly financial reports and updates to the MC.
  - Ensure all financial processes align with club policies and best practices.
  - Support external auditors in reviewing the club's financial statements and compliance.
- Financial Operations and Membership Subscriptions:
  - Regularly review outstanding subscriptions and ensure adherence to collection policies.
  - Approve any reduced subscriptions for members in cases of ill health or extenuating circumstances.
  - Administer all financial affairs of the club, including liaising with the General Manager and Finance Committee.

- Capital Expenditure and Banking:
  - Review all proposed capital expenditure and present recommendations to the MC for approval.
  - Liaise with the club's bankers regarding accounts, overdrafts and loan facilities.
  - Act as a signatory on the club's bank accounts and oversee financial transactions.
- Finance Sub-Committee Leadership:
  - Chair the Finance Sub-Committee, ensuring strong financial governance.
  - Oversee risk management initiatives related to the club's financial stability.
  - Continually review and improve financial processes within the club.

#### 5. Expertise:

- The Honorary Treasurer should ideally have knowledge or qualifications in:
  - Financial management, budgeting and auditing.
  - Club governance and financial risk management.
  - Strong organisational, computer and communication skills.
  - Understanding of club operations, membership structures, and financial regulations.

#### 6. Gender Balance:

The club will adhere to gender balance requirements as established by the MC.

#### 7. Reporting:

- The Honorary Treasurer will:
  - Provide monthly financial updates at MC meetings.
  - Submit an annual financial report outlining the club's financial health, challenges and future recommendations.
  - Ensure proper financial documentation and compliance with auditors.

#### 8. Procedures:

- The Treasurer will work closely with the General Manager, Finance Committee and MC to oversee financial activities.
- Conduct regular reviews of financial performance and identify areas for improvement.
- Ensure all initiatives comply with the club's financial and operational guidelines.

#### 9. General Manager's Role:

- The General Manager will support the Honorary Treasurer by:
  - Assisting with financial administration, ensuring financial records are accurate and up to date for the external accounting contractors.
  - Providing operational insights related to financial planning and budget implementation.
  - Coordinating financial reporting and facilitating smooth communication with external accounting contractors, auditors and banking partners.
  - Meet ahead of the Management Meeting to aid in the preparation of reports required and discuss the results.



# Suggested Terms of Reference Greens Committee

## Terms of Reference for the Greens Committee

1. Committee Name:  
Greens Committee

2. Type:  
Standing Committee

3. Scope:  
The Greens Committee is responsible for overseeing the maintenance, development and improvement of the golf course at Rosslare Golf Links. The committee ensures that the course meets high standards of playability, aesthetics and environmental sustainability. It collaborates with the Course Superintendent and Management Committee to enhance the overall golfing experience for members and visitors.

4. Key Responsibilities:

- Course Maintenance and Improvement:
  - Work with the Course Superintendent to maintain and enhance course conditions, ensuring it remains in optimal playing condition year-round.
  - Evaluate and recommend improvements to greens, fairways, bunkers and other course features.
  - Oversee and approve major agronomic programs such as aeration, overseeding and fertilization plans.
- Course Presentation and Playability:
  - Ensure that the course is prepared to a high standard for daily play and competitions.
  - Provide guidance on tee placements, pin positions and other course setup elements.
  - Address concerns or feedback from members regarding course conditions and layout.
- Sustainability and Environmental Stewardship:
  - Promote environmentally friendly practices in course maintenance and development.
  - Support initiatives to reduce water usage, manage waste and enhance biodiversity.
  - Ensure compliance with local and national environmental regulations.
- Budget and Resource Allocation:
  - Assist in developing the annual budget for course maintenance and improvement projects.
  - Review financial expenditures related to greens maintenance and ensure funds are used effectively.
  - Recommend investment in new equipment, technology, or infrastructure to improve course quality.

- Strategic Planning and Long-Term Development:
  - Collaborate with the Management Committee to align course development with the club's strategic goals.
  - Plan long-term improvements to enhance the sustainability and playability of the course.
  - Assess industry trends and emerging technologies in golf course management.

#### 5. Membership:

- The committee will consist of 5-8 members, including:
  - A Chairperson appointed by the Management Committee.
  - The Course Superintendent.
  - At least one member with expertise in turf management, agronomy or golf course design.
  - Additional members with a keen interest in golf course maintenance and development.
  - Quorum: At least 50% of members must be present for decisions to be made.
  - Appointment: Members are appointed annually by the Management Committee.

#### 6. Authority:

- Make recommendations to the Management Committee regarding course maintenance, improvements and budgeting.
- Conduct member surveys and collect feedback to guide decision-making.
- Work with external consultants (e.g., agronomists, golf course architects) with approval from the Management Committee.
- Oversee trials of new turf maintenance techniques, equipment and course enhancements.

#### 7. Expertise:

- Members of the committee should ideally have knowledge or interest in:
  - Turf management and agronomy.
  - Golf course architecture and design.
  - Environmental conservation and sustainability.
  - Budgeting and financial planning for course maintenance.

#### 8. Gender Balance:

The committee will adhere to the standard gender balance requirements as established by the Management Committee.

#### 9. Reporting:

- The committee will:
  - Maintain minutes and records of all meetings.
  - Provide quarterly reports to the Management Committee on course conditions, maintenance plans and improvement projects.
  - Submit an annual report outlining key achievements, challenges and recommendations for the coming year.

#### 10. Procedures:

- The committee will meet monthly or as required to address key course maintenance and development issues.
- Develop an annual course maintenance and improvement plan in collaboration with the Course Superintendent and Management Committee.
- Ensure all initiatives comply with the club's financial and operational guidelines.

#### 11. Course Superintendent's Role:

- The Course Superintendent will play an integral role in the committee by:
  - Providing expert insight into course maintenance strategies and operational needs.
  - Acting as the key link between the committee, maintenance staff and the Management Committee.
  - Advising on agronomic programs, course setup and environmental sustainability initiatives.
  - Ensuring that all recommended course changes and maintenance activities are feasible and within budget.

#### 12. General Manager's Role:

- The General Manager will support the Greens Committee by:
  - Acting as a liaison between the committee, the Management Committee and the wider club membership.
  - Providing operational and financial oversight to ensure that course improvements align with club goals and budgets.
  - Assisting in the coordination of maintenance schedules, procurement of materials and contractor engagements.
  - Facilitating communication between the committee, course staff and external stakeholders to ensure smooth implementation of decisions.

# Suggested Terms of Reference Business Development Committee

## Terms of Reference for the Business Development Committee

### 1. Committee Name:

Business Development Committee

### 2. Type:

Standing Committee

### 3. Scope:

The Business Development Committee is responsible for identifying and pursuing opportunities to grow and enhance the club's revenue streams, attract new members, foster partnerships and secure the financial sustainability of Rosslare Golf Links. The committee will focus on innovative initiatives and strategic planning to ensure the club's long-term success.

### 4. Key Responsibilities:

- Revenue Growth:
  - Develop strategies to diversify and expand the club's income streams through events, sponsorships, partnerships and other revenue-generating opportunities.
  - Evaluate and recommend opportunities for facility rentals, corporate packages and special offerings.
- Membership Development:
  - Identify and implement initiatives to attract new members, retain existing members and increase overall membership engagement.
  - Develop targeted campaigns to promote the club to potential members locally, nationally and internationally. (Link in with Marketing Committee)
- Marketing and Branding:
  - Work with the General Manager and relevant Committees to enhance the club's branding, visibility and digital presence through marketing campaigns, social media and public relations.
- Partnerships and Sponsorships:
  - Foster relationships with local businesses, corporate partners and sponsors to enhance the club's offerings and financial support.
  - Develop sponsorship packages and oversee sponsor engagement to ensure mutual benefits.
- Strategic Planning:
  - Review market trends and industry benchmarks to identify opportunities for innovation and growth.
  - Work collaboratively with other committees to ensure business development aligns with the club's overall strategic goals.

## 5. Membership:

- The committee will consist of 5-8 members, including:
  - A Chairperson appointed by the Management Committee.
  - The General Manager.
  - At least one representative with expertise in marketing, business development or finance.
  - Additional members with interest or experience in sales, communications or hospitality.
  - Quorum: At least 50% of members must be present for decisions to be made.
  - Appointment: Members are appointed annually by the Management Committee.

## 6. Authority:

- Make recommendations to the Management Committee regarding business growth opportunities and initiatives.
- Conduct market research and member surveys to inform decision-making.
- Work with external consultants or service providers (e.g. marketing agencies, financial advisors) with approval from the Management Committee.
- Propose sponsorship packages and negotiate partnerships with prior approval.

## 7. Expertise:

- Members of the committee should ideally have knowledge or interest in:
  - Marketing and communications.
  - Business development and sales.
  - Finance and budgeting.
  - Event planning and revenue generation.

## 8. Gender Balance:

- The committee will adhere to the standard gender balance requirements as established by the Management Committee.

## 9. Reporting:

- The committee will:
  - Maintain minutes and records of all meetings.
  - Provide quarterly reports to the Management Committee on business development initiatives, progress and outcomes.
  - Submit an annual report outlining key achievements, challenges and recommendations for the coming year.

## 10. Procedures:

- The committee will meet monthly or as required to address key business opportunities and challenges.
- Develop an annual business development plan in collaboration with the General Manager and other relevant committees.
- Ensure all initiatives comply with the club's financial and operational guidelines.

## 11. General Manager's Role:

- The General Manager will play an integral role in the committee by:
  - Acting as the key link between the committee, staff and external partners.
  - Providing updates on membership trends, financial performance and operational capacity to inform decision-making.
  - Supporting the implementation of marketing campaigns, sponsorship agreements and other business development initiatives.
  - Ensuring that proposed initiatives are feasible, sustainable and aligned with the club's strategic priorities.

# Suggested Terms of Reference Marketing Committee

## Terms of Reference for the Marketing Committee

1. Committee Name:  
Marketing Committee

2. Type:  
Standing Committee

3. Scope:

The Marketing Committee is responsible for developing and overseeing strategies to promote Rosslare Golf Links, enhance its brand identity, and increase visibility locally, nationally and internationally. The committee collaborates with a marketing agency to ensure consistent and effective communication through social media and other marketing channels. (Link in with Business Development Committee)

4. Key Responsibilities:

- Brand Management:
  - Ensure all marketing initiatives align with Rosslare Golf Links' mission, vision and values.
  - Maintain and strengthen a cohesive and consistent brand identity across all platforms.
- Marketing Strategy:
  - Develop and execute an annual marketing plan, including objectives, campaigns and key performance indicators.
  - Work with the marketing agency to identify and target key audiences, including prospective members and green fee guests.
- Digital Presence and Social Media:
  - Oversee the marketing agency's work on social media platforms, ensuring the content aligns with the club's goals and messaging.
  - Provide the agency with content updates, schedules and event details to promote the club's activities effectively.
  - Monitor social media performance and provide feedback to the agency to optimise engagement and reach.
- Promotions and Advertising:
  - Develop promotional campaigns in collaboration with the marketing agency to attract new members, increase event attendance and support revenue growth.
  - Evaluate advertising opportunities across print, digital and other media outlets to enhance visibility.
- Member and Guest Engagement:
  - Gather feedback from members and guests to inform marketing initiatives and identify new opportunities.
  - Ensure all marketing efforts promote a positive member and guest experience.



- Partnerships:
  - Support the Business Development Committee in identifying sponsorship opportunities and leveraging partnerships to promote the club.

#### 5. Membership:

- The committee will consist of 5-8 members, including:
  - A Chairperson appointed by the Management Committee.
  - The General Manager.
  - At least one representative with professional experience in marketing, communications or branding.
  - Additional members with knowledge or interest in digital media, design or event promotion.
- Quorum: At least 50% of members must be present for decisions to be made.
- Appointment: Members are appointed annually by the Management Committee.

#### 6. Authority:

- Approve and oversee the marketing agency's social media strategy and campaigns.
- Make recommendations to the Management Committee regarding marketing budgets, campaigns and strategies.
- Collaborate with the marketing agency on content creation, scheduling and campaign execution.
- Approve minor marketing expenses within allocated budgets.

#### 7. Expertise:

Members of the committee should ideally have knowledge or interest in:

- Marketing, branding and public relations.
- Social media management and digital marketing.
- Communication and audience engagement.

#### 8. Gender Balance:

The committee will adhere to the standard gender balance requirements as established by the Management Committee.

#### 9. Reporting:

The committee will:

- Maintain minutes and records of all meetings.
- Provide quarterly reports to the Management Committee on marketing campaigns, agency performance and results.
- Submit an annual report summarising achievements, social media metrics and recommendations for the upcoming year.

#### 10. Procedures:

- The committee will meet monthly or as required to address key marketing initiatives and challenges.
- Work closely with the marketing agency to ensure social media content is timely, relevant and engaging.
- Develop an annual calendar of marketing activities, including collaboration with the marketing agency, in alignment with the club's strategic priorities.
- Ensure all marketing initiatives comply with budgetary and operational guidelines.

#### 11. General Manager's Role:

- The General Manager will play a central role in the committee by:
  - Acting as the primary liaison between the committee and the marketing agency.
  - Ensuring the agency receives all necessary information, updates and approvals to execute campaigns effectively.
  - Providing insights on member feedback, club events and operational updates to inform the agency's content planning.
  - Supporting collaboration between the agency and other departments or committees to ensure consistency across marketing efforts.
  - Monitoring the agency's performance and ensuring compliance with the club's strategic goals and budget.

# Suggested Terms of Reference Maps, Lands and Boundaries Committee

## Terms of Reference for the Maps, Lands and Boundaries Committee

### 1. Committee Name:

Maps, Lands, and Boundaries Committee

### 2. Type:

Standing Committee

### 3. Scope:

The Maps, Lands and Boundaries Committee is responsible for overseeing all matters related to the club's property, including mapping, land use, boundary maintenance and the resolution of land-related issues. The committee will ensure the effective management, protection and utilisation of the club's lands in alignment with Rosslare Golf Links' strategic goals.

### 4. Key Responsibilities:

- Mapping and Documentation:
  - Maintain accurate and up-to-date maps and records of all club-owned lands and boundaries.
  - Oversee periodic surveys to ensure records align with current land usage and legal documentation.
- Boundary Management:
  - Monitor and address any issues related to property boundaries, including encroachments or disputes with neighbouring properties.
  - Ensure boundaries are marked, maintained and compliant with legal and environmental guidelines.
- Land Use and Development:
  - Evaluate and recommend potential uses or developments for unused or underutilised lands owned by the club.
  - Provide input on landscaping, ecological conservation and infrastructure planning in land management.
- Legal and Regulatory Compliance:
  - Ensure all land-related activities comply with applicable laws, zoning regulations and environmental standards.
  - Liaise with legal advisors and land surveyors when required.
- Member Communication and Engagement:
  - Inform members of any changes or updates regarding club lands and boundaries.
  - Collect and consider feedback from members regarding land and boundary-related issues.

## 5. Membership:

- The committee will consist of 4-7 members, including:
  - A Chairperson appointed by the Management Committee.
  - The General Manager.
  - At least one representative with a background in surveying, land management or legal expertise.
  - Additional members with an interest in land use, conservation or club development.
- Quorum: At least 50% of members must be present for decisions to be made.
- Appointment: Members are appointed annually by the Management Committee.

## 6. Authority:

- Commission surveys and reports on land and boundary matters.
- Make recommendations to the Management Committee regarding land use, disputes or development opportunities.
- Engage external consultants (e.g., surveyors, legal advisors) with prior approval from the Management Committee.
- Inspect and monitor club lands and boundaries as necessary.

## 7. Expertise:

Members of the committee should ideally have knowledge or interest in:

- Land surveying and mapping.
- Property and land law.
- Environmental conservation.
- Infrastructure or property development.

## 8. Gender Balance:

The committee will adhere to the standard gender balance requirements as established by the Management Committee.

## 9. Reporting:

The committee will:

- Maintain minutes and records of all meetings and activities.
- Provide quarterly reports to the Management Committee, detailing land management activities, boundary reviews and recommendations.
- Submit an annual report summarising land usage, compliance and any outstanding issues.

## 10. Procedures:

- The committee will meet at least quarterly or as needed to address urgent land and boundary matters.
- Review and update land and boundary records annually or as necessary following surveys or changes in land usage.
- Ensure all recommendations align with the club's long-term strategic plan and financial guidelines.

## 11. General Manager's Role:

The General Manager will play a central role in the committee by:

- Acting as a liaison between the committee, staff and external consultants (e.g., surveyors or legal advisors).
- Providing updates on land-related issues, including feedback from members or neighbours.
- Supporting the implementation of land management and boundary maintenance initiatives approved by the Management Committee.
- Ensuring compliance with all legal, financial and operational guidelines.

# Suggested Terms of Reference House and Social Committee

## Terms of Reference for the House and Social Committee

### 1. Committee Name:

House and Social Committee

### 2. Type:

Standing Committee

### 3. Scope:

The House and Social Committee is responsible for overseeing the clubhouse facilities, events and social activities at Rosslare Golf Links to enhance the member and guest experience.

### 4. Key Responsibilities:

- Clubhouse Operations:
  - Monitor the day-to-day operation and upkeep of the clubhouse facilities to ensure high standards of cleanliness, functionality and comfort.
  - Provide input on budgets for the maintenance and improvement of the clubhouse.
- Events and Social Activities:
  - Plan, organise and oversee social and entertainment events for members and guests, including seasonal and special events.
  - Ensure events are well-promoted, inclusive and reflective of the diverse interests of the club's membership.
- Food and Beverage Services:
  - Liaise with the Food and Beverage Manager or Franchise holder to ensure high-quality food and beverage services.
  - Provide feedback on menus, pricing and service to meet member expectations.
- Member Engagement:
  - Gather and analyse feedback from members regarding social activities and clubhouse facilities.
  - Maintain open communication with members to understand their preferences and suggestions.

### 5. Membership:

- The committee will consist of 5-8 members, including:
  - A Chairperson appointed by the Management Committee.
  - The General Manager.
  - The Food and Beverage Manager or Franchise holder.
  - At least one representative from the Men's and Ladies' Committees.
  - Additional members with an interest or expertise in event planning, hospitality or club operations.
- Quorum: At least 50% of members must be present for decisions to be made.

Appointment: Members are appointed annually by the Management Committee.

#### 6. Authority:

- Survey members and collect feedback on social events and clubhouse facilities.
- Make recommendations to the Management Committee for improvements or changes to clubhouse operations and social programming.
- Approve minor expenses related to events within the allocated budget.

#### 7. Expertise:

Members of the committee should ideally have experience or interest in:

- Hospitality and event management.
- Member engagement and communication.
- Clubhouse operations and maintenance.

#### 8. Gender Balance:

The committee will adhere to the standard gender balance requirements as established by the Management Committee.

#### 9. Reporting:

The committee will:

- Maintain minutes and records of meetings.
- Provide quarterly reports to the Management Committee, detailing activities, feedback and recommendations.
- Submit an annual review of social activities and clubhouse operations.

#### 10. Procedures:

- The committee will meet monthly or as needed to fulfil its responsibilities.
- Develop and implement a calendar of social events at the beginning of each year.
- Ensure all activities comply with the club's policies and budgetary guidelines.

#### 11. General Manager's Role:

The General Manager will play an expanded and integral role in the committee by:

- Acting as a key liaison between the Management Committee, clubhouse staff and the House and Social Committee.
- Providing detailed updates on clubhouse operations, budgets, and member feedback.
- Assisting with the planning and execution of social events, including resource allocation and vendor management.
- Facilitating collaboration between the committee and the Food and Beverage Manager or Franchise holder to ensure smooth operations and member satisfaction.
- Ensuring compliance with all operational and financial guidelines set by the Management Committee.

# Suggested Terms of Reference Strategic Planning and Development Committee

## Terms of Reference for the Strategic Planning and Development Committee

### 1. Committee Name:

Strategic Planning and Development Committee

### 2. Type:

Independent Standing Committee

### 3. Scope:

The Strategic Planning and Development Committee is responsible for setting the long-term vision of Rosslare Golf Club, ensuring sustainable growth and development. It operates independently of the Management Committee and all Sub-Committees to maintain an unbiased, forward-thinking approach. The committee conducts strategic reviews, engages key stakeholders and presents future-focused recommendations to guide the club's progress while ensuring that long-term development aligns with the club's mission and governance framework.

### 4. Key Responsibilities:

#### 4.1 Long-Term Strategic Planning

- Develop and maintain a rolling 3/5-year strategic plan for Rosslare Golf Club.
- Assess internal and external factors impacting the club's future sustainability and success.
- Ensure alignment with best practices in golf club governance and strategic development.

#### 4.2 Annual Strategic Review & Reporting

- Conduct an early-year presentation of strategic recommendations, ahead of the annual budget review.
- Provide a formal presentation to the Management Committee, Trustees and key stakeholders.
- Identify strategic priorities, including facility development, financial sustainability and member experience.

#### 4.3 Stakeholder Engagement & Consultation

- Engage with key stakeholders, including club members, Trustees, Sub-Committees, sponsors and external partners.
- Facilitate strategic discussions with Sub-Committees, ensuring their insights contribute to long-term plans.
- Gather feedback through focus groups, member surveys and consultation meetings.

#### 4.4 Future Growth & Development

- Explore opportunities for course improvements, clubhouse enhancements and revenue diversification.
- Monitor market trends, golf industry standards, and competitive positioning.
- Provide recommendations on membership growth, sustainability, and diversification strategies.

#### 4.5 Governance & Compliance

- Ensure strategic initiatives align with club governance and financial regulations.
- Maintain a structured approach to club planning, risk management and operational sustainability.

#### 5. Membership:

The committee will consist of 5-8 members, including:

- Chairperson, appointed by the Management Committee.
- At least one Trustee representative.
- Experts in strategic planning, finance, or club development.
- A representative from the membership community.
- A liaison member from the Management Committee (non-voting role).

Quorum: At least 50% of members must be present for decisions to be made.

Appointment: Members will be appointed annually by the Management Committee in consultation with the Trustees.

#### 6. Authority:

- Operate independently from the Management Committee and all Sub-Committees.
- Conduct strategic research, planning workshops and member engagement initiatives.
- Present recommendations but not implement policy, ensuring a separation between planning and execution.

#### 7. Expertise:

Members of the committee should ideally have knowledge or interest in:

- Strategic planning and long-term development.
- Financial forecasting and investment planning.
- Golf club governance and industry trends.
- Membership growth and engagement.
- Facilities development and sustainability practices.

#### 8. Gender Balance:

The committee will adhere to the gender balance policies established by the club.

#### 9. Reporting:

- The committee will submit an annual strategic report to the Management Committee, Trustees, and key stakeholders.
- Maintain detailed minutes and records of all meetings.
- Present findings and recommendations before the annual budget review to ensure alignment with financial planning.

#### 10. Procedures:

- The committee will meet quarterly or as required to assess strategic priorities.
- Facilitate an annual strategic planning session involving key stakeholders.
- Engage external consultants or Golf Ireland representatives as needed for expert insights.
- Coordinate the annual strategic review process, ensuring alignment with budgetary and operational planning.



### 11. General Manager's Role:

The General Manager (GM) plays a crucial role in the Strategic Planning and Development Committee by ensuring operational alignment with the club's long-term vision. The GM will:

- Act as a liaison between the committee, the Management Committee and club staff.
- Provide operational data and insights to inform strategic decision-making.
- Ensure feasibility of proposed initiatives in line with the club's financial and resource constraints.
- Oversee the execution of approved strategic plans in collaboration with relevant departments and committees.
- Facilitate stakeholder engagement, ensuring input from key internal and external parties is incorporated.

### Key Notes:

- *Governance vs. Planning: The MC governs and implements club policies, while the SPDC focuses on long-term strategic direction and recommendations.*
- *Implementation vs. Research: The MC executes and monitors plans, whereas the SPDC conducts strategic research and analysis.*
- *Independence: The SPDC is independent and ensures unbiased long-term visioning, while the MC is responsible for operational execution.*

# Executive Summary – Rosslare Golf Links Terms of Reference's

Rosslare Golf Links will operate within a structured governance framework designed to ensure effective leadership, financial sustainability and long-term success.

The Management Committee will provide strategic oversight, ensuring all aspects of the club's operations align with best practices, financial responsibility and member expectations. The Chairperson, Honorary Treasurer, Honorary Secretary and General Manager will oversee governance, financial integrity and daily operations to maintain high standards of transparency, accountability and efficiency.

The Strategic Planning and Development Committee will set the long-term vision of the club, working independently of the Management Committee to ensure strategic alignment with industry trends and sustainability objectives.

The Business Development Committee will focus on revenue diversification, membership expansion and strategic partnerships, ensuring that Rosslare Golf Links remains financially secure while continuously improving its member offerings.

The Greens Committee will be responsible for the maintenance, sustainability and continuous development of the golf course, working closely with the Course Superintendent to ensure the highest standards of playability, environmental responsibility and infrastructure enhancement.

The Maps, Lands and Boundaries Committee will oversee legal matters, property management and land use strategy, ensuring the club's assets are protected and optimised for future growth.

The Marketing Committee will be central to enhancing the club's brand, digital presence and promotional activities, attracting new members and fostering greater engagement with existing ones.

The House and Social Committee will manage clubhouse operations, member events and hospitality services, ensuring a first-class experience for members and visitors. This will include close collaboration with the Food and Beverage Manager/franchise operator to maintain a high standard of dining and social experiences.

The General Manager will play a key leadership role in coordinating between committees, overseeing financial planning, implementing strategic initiatives and ensuring operational efficiency.

This governance and operational structure will establish a transparent, accountable and growth-focused club, ensuring that Rosslare Golf Links remains a financially stable, well-managed and highly regarded golf destination. By prioritising long-term planning, sustainability and member engagement, this proposal provides a strong foundation for future success while preserving the club's legacy and commitment to excellence.

# Suggested General Manager Job Description

## 1. Introduction

The General Manager (GM) of Rosslare Golf Club is responsible for executing the club's strategic vision, ensuring operational efficiency and maximising revenue opportunities while upholding high standards in service, hospitality and membership satisfaction. The GM works closely with the Management Committee and Sub-Committees, manages staff and contractors and oversees financial performance, marketing and human resources. This role requires meticulous attention to detail, strong leadership, financial acumen and an ability to engage with all stakeholders to elevate the club's prestige and standing in the community.

## 2. Key Responsibilities

### 2.1. Strategic Leadership & Governance

- Lead and execute the Strategic Plan, ensuring continuous refinement and execution aligned with market trends and club goals.
- Conduct annual strategic reviews with the Board, analysing key performance indicators (KPIs) and adjusting plans accordingly.
- Attend at least 50% of all committee meetings annually, actively participating in governance and providing insights into operational improvements.
- Oversee all contractors and service providers, ensuring contracts are upheld, service levels are maintained and value is maximised.
- Work closely with the Management Committee and Sub-Committees to implement policies, monitor success and shape the club's long-term vision.
- Ensure full legal, employment, and operational compliance, monitoring legislative changes and adapting policies proactively.
- Drive policy development and procedural improvements to enhance governance and operational performance.
- Act as Chair of an internal staff committee responsible for hiring, recruitment, appraisals and oversight of direct reporting staff. The Management Committee will nominate three members to sit on this committee.
- Ensure any major action proposed by the staffing committee is reviewed by a HR consultant.
- The Chairperson, Honorary Secretary and Honorary Treasurer will oversee the General Manager's performance and role exclusively.

### 2.2. Financial Oversight & Capital Planning

- Aid the capital planning process, ensuring all investment decisions align with long-term sustainability and club growth.
- Prepare the annual operational and capital budgets, ensuring financial stability and efficient allocation of resources.
- Liaise with the external accountancy contractor around detailed financial reporting, including monthly to annual reviews with analysis and recommendations for improvement.
- Identify and develop new revenue streams, exploring opportunities in hospitality, retail, sponsorships and special events.

- Aid with quarterly financial audits to monitor cash flow, expenditures and overall financial health.
- Manage relationships with banks, auditors and financial consultants, ensuring the club's financial interests are safeguarded.
- Develop a five-year financial growth strategy, aligning revenue generation with capital improvement projects.

### 2.3. Membership Growth & Engagement

- Implement membership recruitment, retention and engagement strategies, focusing on premium membership experiences.
- Review the possibility of new membership categories to cater to various demographics and playing preferences, including seasonal memberships, junior programs and corporate packages.
- Strengthen communication and engagement with members through emails, newsletters, forums and personalised interactions.
- Oversee the development of exclusive member events, loyalty programs and bespoke golf experiences.
- Conduct annual member satisfaction surveys, using feedback to improve club operations and enhance the overall experience.

### 2.4. Course & Facilities Management

- Ensure both golf courses meet championship standards, working closely with the Superintendent to implement best practices.
- Monitor course playability, maintenance schedules and sustainability initiatives, ensuring an optimal experience for members and visitors.
- Oversee clubhouse refurbishments and facility expansions, maintaining a luxurious and welcoming environment.
- Manage relationships with external maintenance contractors and service providers, ensuring cost-effective, high-quality service.
- Oversee the implementation of new golfing technologies.

### 2.5. Marketing & Revenue Generation

- Develop and execute an advanced marketing strategy, focusing on digital engagement, targeted promotions and brand positioning.
- Assist in content creation for the club's website, social media, newsletters and printed materials.
- Develop and promote sponsorship packages, securing long-term partnerships with businesses and brands aligned with the club's values.
- Implement a CRM system to track customer engagement and enhance marketing efficiency.
- Analyse marketing campaign effectiveness, adjusting tactics to maximise reach and revenue.
- Foster partnerships with tourism agencies, hotels and travel companies to attract visitors and international golfers.

### 2.6. Human Resources & Staff Management

- Implement structured HR processes, including talent acquisition, training programs, performance reviews and employee development plans.
- Maintain a positive and engaging workplace culture, promoting professional growth and high staff morale.
- Ensure compliance with employment laws, health & safety regulations and HR best practices.
- Handle conflict resolution, disciplinary actions and dispute management, ensuring fairness and transparency.

### 3. Reporting & Committee Engagement

- Deliver comprehensive monthly reports on financial health, membership trends, operational efficiency and strategic initiatives.
- Engage actively with each club committee, ensuring insights and strategic alignment with club governance.
- Provide structured performance analytics, offering data-driven recommendations for operational improvements.

### 4. Task Schedule & Breakdown

#### 4.1. Daily Tasks

- Inspect clubhouse, golf courses, F&B services and member facilities, ensuring the highest standards.
- Oversee financial transactions, cash flow monitoring and expense approvals.
- Engage with members, sponsors and visitors to maintain excellent service standards.
- Supervise contractors, grounds maintenance teams and house repair teams.

#### 4.2. Weekly Tasks

- Circulate weekly Head of Department (HOD) operation and function reports ahead of upcoming events.
- Assess staffing schedules, operational efficiencies and service consistency.
- Review and adjust marketing campaigns and promotional strategies.

#### 4.3. Monthly Tasks

- Provide detailed financial reports to the Board, outlining revenue trends, expenses and profit margins.
- Host monthly Head of Department (HOD) meetings, discussing key updates and improvement plans.
- Conduct membership analysis, tracking growth and retention rates.

#### 4.4. Quarterly Tasks

- Perform deep-dive financial performance audits, ensuring revenue goals are met.
- Oversee quarterly capital improvement reviews, adjusting strategies as needed.
- Update and refine marketing strategies based on seasonality and demand.

#### 4.5. Annual Tasks

- Lead the club's annual strategic planning review, setting key objectives for the following year.
- Present an updated five-year financial projection, identifying investment opportunities.
- Conduct a full-scale membership review, identifying trends and setting recruitment goals.

### 5. Strategic Initiatives

#### 5.1. Expansion of Club Services

- Develop new revenue streams, such as golf academies, golf programs and high-end hospitality offerings.
- Introduce VIP membership tiers, offering exclusive perks and experiences.

#### 5.2. Sustainability & Environmental Responsibility

- Implement eco-friendly practices, including sustainable turf management and renewable energy use throughout the club.

### 6. Conclusion

The General Manager of Rosslare Golf Club is responsible for delivering operational excellence, financial stability and continuous strategic growth. Through strong governance, innovative leadership and a commitment to excellence, the GM will ensure Rosslare Golf Club maintains its reputation as a premier golf destination while securing long-term success.

# Suggested General Manager Reporting Lines and Decision-Making Scope

## General Manager – Reporting Lines and Decision-Making Scope

### 1. Reporting Lines

The General Manager (GM) of Rosslare Golf Club is accountable for the operational and strategic execution of club activities. The GM reports to and works under the governance of the Management Committee (MC), ensuring alignment with the club's strategic objectives and policies.

The GM has direct reporting relationships with:

- The Chairperson – Provides updates on overall club operations, governance matters and strategic execution.
- The Honorary Treasurer – Works closely on financial planning, budgeting and financial reporting.
- The Honorary Secretary – Ensures compliance with governance structures, supports meeting preparations and facilitates communication between the MC and stakeholders.
- All Heads of Department (HODs) – Oversees the performance of senior staff, ensuring their operations align with club goals.

Additionally, the GM acts as a liaison between the MC and:

- Subcommittees (e.g. Business Development, Greens, House & Social, Marketing, Membership).
- Trustees (on financial and property matters).
- External stakeholders (e.g. contractors, sponsors, Golf Ireland, government bodies).

### 2. Decision-Making Scope

The GM has authority and autonomy in the following areas, while ensuring that all major strategic and financial decisions are approved by the Management Committee (MC):

#### 2.1. Strategic Execution & Operations

- Implements club policies, strategic plans and governance frameworks set by the MC.
- Ensures all departments operate in alignment with the club's vision and financial objectives.
- Leads and chairs an internal staffing committee, which includes three nominees from the MC and an HR consultant for major decisions.

#### 2.2. Financial Oversight

- Responsible for day-to-day financial management, including cost controls, cash flow monitoring and operational budgets.
- Ensures that each subcommittee and department submits its budget for the following year by August.
- Works with the Honorary Treasurer and external accountancy contractor to prepare detailed financial reports, conduct quarterly financial audits and ensure compliance with financial policies.
- Oversees capital expenditure, ensuring financial sustainability and alignment with the club's strategic plan.



### 2.3. Human Resources & Staff Management

- Leads the internal staffing committee, responsible for:
  - Hiring, recruitment, appraisals and contract management for all direct-reporting staff.
  - Ensuring HR policies comply with employment laws and club regulations.
  - Conducting regular performance reviews and training programs to support professional development.
  - Addressing grievances and disciplinary actions fairly and transparently.
- The Chairperson, Honorary Secretary, and Honorary Treasurer act as the review panel for the GM's own performance evaluations and HR-related matters.

### 2.4. Committee Engagement & Reporting

- Attends at least 50% of all committee meetings annually to ensure operational alignment.
- Engages with subcommittees and departments regarding long-term planning in their areas.
- Presents reports early each year and before the annual budget review, ensuring key stakeholders have time to review and discuss.
- Meets quarterly with the Trustees and the Men's & Ladies' Club, sharing MC meeting minutes and facilitating discussions. (Chairperson also attends)
- Prepares and delivers monthly reports on:
  - Financial health and expenditure.
  - Membership trends and engagement strategies.
  - Facility and course management updates.
  - HR and staffing matters.

### 2.5. Membership Growth & Marketing

- Drives membership recruitment, retention and engagement initiatives.
- Works with the Marketing and Business Development Committees to develop branding strategies, sponsorship packages and promotional campaigns.
- Ensures that marketing and revenue generation strategies align with club policies.

### 2.6. Facility & Course Management

- Ensures that golf course and clubhouse operations meet high standards of quality and sustainability.
- Works with the Course Superintendent and the Greens Committee to manage course maintenance and infrastructure upgrades.
- Oversees procurement, ensuring contracts with vendors and service providers deliver value.

### 2.7. Compliance & Legal Responsibilities

- Ensures regulatory compliance with employment laws, financial regulations and Golf Ireland policies.
- Maintains oversight of health & safety protocols, insurance and risk management.
- Ensures all club operations align with constitutional requirements and governance best practices.

## 3. Escalation & Decision Approval

The GM has the authority to act independently within operational and financial guidelines but must seek approval from the MC in the following cases:

- Capital expenditure proposals.
- Changes in club policies or governance structures.
- Major staffing decisions, including new senior hires or disciplinary terminations.
- Significant contractual agreements (e.g., sponsorship deals, large vendor contracts).

In the event of disputes or governance concerns, the Chairperson and MC retain final authority over strategic matters.

# Suggested Job Description Head of Departments

## Roles and Responsibilities for HOD's

Roles and Responsibilities for Each Head of Department (HOD) at Rosslare Golf Club  
Each Head of Department (HOD) reports directly to the General Manager and is responsible for ensuring the efficient operation of their department, financial accountability and alignment with the Club's strategic objectives. HODs must attend monthly HOD meetings and actively contribute to the weekly HOD circular composed by the General Manager.

### Senior Administrator – Roles and Responsibilities

#### 1. Key Role Overview

The Senior Administrator is responsible for overseeing the day-to-day administrative operations of Rosslare Golf Links. This role ensures the efficient functioning of office operations, governance documentation, financial administration and member communications.

Working closely with the General Manager, Management Committee and Sub-Committees, the Senior Administrator plays a key role in governance compliance, membership services and financial administration support. The position requires strong organisational skills, attention to detail and the ability to manage multiple administrative responsibilities while ensuring smooth internal operations.

This role also serves as a primary point of contact for members and staff, ensuring clear communication, timely responses to inquiries and support for Club governance and financial administration.

#### 2. Key Responsibilities

##### 2.1 Administration & Club Governance

The Senior Administrator is responsible for the efficient management of administrative tasks, ensuring compliance with club policies, governance requirements and operational procedures. Key duties include:

- Maintaining accurate records of Club policies, procedures, governance documents and compliance reports.
- Coordinating with external auditors or authorities when required.
- Maintaining a secure and organised filing system ensuring accessibility and confidentiality of club records.



## **2.2 Membership Services & Communication**

The Senior Administrator plays a vital role in membership administration and engagement, ensuring seamless service delivery and effective communication with members.

Responsibilities include:

- Overseeing new membership applications, renewals, resignations and transfers, ensuring all documentation is accurately recorded and processed in a timely manner.
- Serving as the first point of contact for member inquiries, complaints and information requests, providing professional and courteous assistance.
- Assisting in organising and communicating club events, competitions and social activities, ensuring that members receive timely and relevant updates.
- Maintaining and updating the club's membership records, ensuring accuracy in personal details, subscription payments and participation records.
- Supporting the Marketing and Membership Committees in developing member engagement initiatives, newsletters and promotional materials.

## **2.3 Financial & Budgetary Support**

The Senior Administrator supports the Honorary Treasurer and General Manager in ensuring accurate financial administration and budget tracking. Key responsibilities include:

- Assisting with membership fee collections, invoicing and tracking of payments to ensure financial accuracy.
- Ensuring timely and accurate payroll administration, liaising with the external accountancy contractor as required.
- Maintaining records of expenses, purchase orders and vendor payments, ensuring all financial transactions are properly documented.
- Ensuring all financial transactions align with Club policies, governance standards and compliance requirements.

## **3. Reporting & Communication Structure**

To ensure smooth coordination and operational efficiency, the Senior Administrator will:

- Report to the General Manager and Honorary Secretary.
- Attend monthly HOD meetings to provide updates on administrative, financial and membership matters.
- Contribute to weekly HOD circulars, submitting reports detailing key administrative updates, governance compliance and financial processing status.

## **4. Operational Efficiency & Continuous Improvement**

The Senior Administrator is responsible for identifying opportunities to improve administrative efficiency and service delivery. This includes:

- Regularly reviewing and optimising office procedures and member services.
- Exploring opportunities to integrate digital tools that enhance data management, member engagement and financial tracking.
- Coordinating with accountants, HR consultants and IT support teams to ensure seamless club operations.
- Engaging in ongoing training and development to enhance administrative efficiency and governance compliance.

## **5. Conclusion**

The Senior Administrator plays a vital role in ensuring the efficient professional and compliant administration of Rosslare Golf Links. By overseeing office operations, membership services and financial administration, this position supports the strategic and operational goals of the Club.

Through effective governance, streamlined administration and a commitment to member engagement, the Senior Administrator contributes to maintaining high operational standards, financial accountability and a positive member experience.

This role requires a high degree of professionalism, organisational skills and attention to detail, ensuring that Rosslare Golf Links remains a well-managed golf club.

## 2. Food and Beverage (F&B) Manager

### Key Role Overview:

The F&B Manager is responsible for the efficient operation of the restaurant, bar and catering services, ensuring excellent member and guest experiences while maintaining financial sustainability.

### Key Responsibilities:

#### 2.1 F&B Operations Management:

- Supervise all F&B operations, including restaurant, bar and catering services.
- Ensure compliance with food hygiene, licensing and health & safety regulations.
- Oversee menu planning, pricing and food quality in collaboration with chefs and suppliers.

#### 2.2 Budgeting & Financial Oversight:

- Develop and manage the F&B budget, ensuring profitability.
- Monitor inventory levels, cost control and supplier negotiations.

#### 2.3 Staff Leadership & Development:

- Train and supervise chefs, waitstaff and bartenders to uphold service standards.
- Conduct performance reviews, staff scheduling and customer service training.

#### 2.4 Member Engagement & Event Catering:

- Work with the House and Social Committee to coordinate catering for club events.
- Develop member promotions, loyalty programs and special dining events.

### Reporting Structure:

- Reports to: General Manager and Chair of House and Social.
- Required to: Attend monthly HOD meetings & contribute to weekly HOD circulars

### Please Note:

*While the daily management of F&B services could shift to the franchisee, Rosslare Golf Club would retain an oversight and governance role to protect the member experience and brand reputation.*

### Key oversight responsibilities include:

- **Contract Management:**
  - *Define clear SLAs (service level agreements) in the franchise agreement, ensuring compliance with quality, service and pricing guidelines.*
  - *Outline performance expectations, renewal clauses and termination conditions.*
- **Quality Assurance & Monitoring:**
  - *Conduct quarterly reviews to ensure the franchisee meets club standards.*
  - *Allow member feedback and satisfaction surveys to influence the franchisee's operations.*
- **Event Collaboration & Revenue Alignment:**
  - *Ensure the franchisee supports club social events, tournaments and private functions.*
  - *Establish a financial arrangement (lease or revenue-share or utilities covered) that aligns with the club's financial goals.*

### **3.Course Superintendent – Roles and Responsibilities**

#### **1. Key Role Overview**

The Course Superintendent is responsible for maintaining Rosslare Golf Links to championship standards, ensuring that the course remains playable, visually appealing and environmentally sustainable. This role is critical to the overall member and visitor experience, requiring a strategic approach to turf management, resource allocation, financial planning and staff leadership.

The Course Superintendent will oversee all aspects of golf course maintenance, agronomy, and facility enhancements, ensuring alignment with industry best practices, regulatory standards and the Club's long-term development goals. Additionally, the Superintendent will work closely with the Greens Committee, General Manager and Head of Departments (HODs) to implement strategic initiatives that enhance course quality, sustainability, and operational efficiency.

#### **2. Key Responsibilities**

##### **2.1 Course Maintenance & Agronomy**

The Course Superintendent is responsible for implementing a comprehensive turf management program to ensure optimal course conditions throughout the year. Specific duties include:

- **Turfgrass Management:** Develop and execute a year-round maintenance program that includes fertilization, aeration, overseeding and irrigation to maintain optimal turf health.
- **Greens, Fairways, Tees and Bunkers:** Ensure that all playing surfaces meet championship-quality standards with consistent playability, proper drainage and aesthetic appeal.
- **Pest and Disease Control:** Monitor turf conditions for pest infestations, fungal diseases, and other agronomic challenges, implementing preventive and corrective treatments as needed.
- **Seasonal and Weather Adaptations:** Adjust maintenance schedules based on weather conditions, member usage and tournament requirements, ensuring year-round playability.
- **Sustainable Practices:** Implement environmentally friendly maintenance strategies, including water conservation, organic treatments and responsible chemical usage.

##### **2.2 Equipment & Resource Management**

The Superintendent is responsible for the procurement, maintenance, and optimal use of golf course equipment and resources, ensuring efficiency and longevity. Duties include:

- **Equipment Maintenance:** Oversee the regular servicing and repair of all maintenance equipment, including mowers, aerators, sprayers and irrigation systems.
- **Inventory Control:** Maintain an accurate inventory of fertilizers, pesticides, sand, soil and other course maintenance supplies.
- **Irrigation System Management:** Ensure the proper operation, scheduling and repair of the Club's irrigation system to optimize water usage and prevent overuse or under-watering.
- **Vendor and Supplier Coordination:** Establish and maintain relationships with vendors and suppliers, ensuring cost-effective procurement and timely delivery of maintenance materials.

## 2.3 Budgeting & Financial Oversight

The Course Superintendent will work closely with the General Manager and Honorary Treasurer to ensure that financial resources are effectively allocated for course maintenance, improvements and sustainability projects. Responsibilities include:

- **Annual Budget Development:** Prepare a detailed course maintenance budget outlining staffing, equipment needs, material costs and capital projects.
- **Financial Oversight:** Monitor and control expenditures, ensuring all purchases align with budgetary guidelines and financial policies.
- **Cost Efficiency Strategies:** Identify opportunities to optimize costs without compromising course quality, including bulk purchasing, energy-efficient solutions and alternative maintenance techniques.
- **Capital Improvement Planning:** Provide long-term investment recommendations for course upgrades, facility enhancements and infrastructure development to support the Club's strategic growth.

## 2.4 Staff Leadership & Development

The Superintendent will oversee and lead the groundskeeping team, ensuring they are equipped with the necessary training, tools, and resources to maintain the highest standards of course maintenance. Key responsibilities include:

- **Team Leadership:** Manage a team of greenkeepers, grounds staff and seasonal workers, ensuring efficient workflow and task delegation.
- **Training & Development:** Implement ongoing training programs in turf management, equipment operation, safety procedures and best maintenance practices.
- **Workforce Scheduling:** Develop and oversee staffing schedules, ensuring adequate coverage for daily maintenance, special events and weather-related challenges.
- **Health & Safety Compliance:** Ensure that all maintenance activities adhere to health and safety regulations, providing a safe working environment for employees and members.

## 3. Reporting & Communication Structure

To ensure alignment with club goals and governance standards, the Course Superintendent will:

- **Report to:** The General Manager and the Chair of the Greens Committee.
- **Attend Monthly HOD Meetings:** Provide updates on course conditions, maintenance projects, staffing needs, and budgetary matters.
- **Contribute to Weekly HOD Circulars:** Submit regular reports detailing maintenance activities, upcoming projects and any concerns impacting course quality.
- **Collaborate with Club Committees:** Work closely with the Management Committee, Strategic Planning Committee and Trustees to align course improvements with the Club's long-term vision.

## 4. Strategic Development & Long-Term Planning

In addition to daily maintenance, the Course Superintendent will play an integral role in shaping the future of Rosslare Golf Links by:

- **Providing Expert Guidance on Course Improvements:** Recommending upgrades to fairways, greens, bunkers, irrigation systems and overall course design.
- **Contributing to Master Planning:** Assisting in the development of long-term course improvement strategies, including sustainability initiatives, hazard renovations and landscape enhancements.
- **Tournament & Event Preparation:** Ensuring that the course meets tournament standards for club events, regional competitions and national championships.

## 6. Conclusion

The Course Superintendent plays a pivotal role in ensuring that Rosslare Golf Links remains a premier golfing destination, offering exceptional playing conditions, world-class facilities and long-term sustainability.

By upholding the highest maintenance standards, implementing strategic improvements and leading a skilled team of groundskeepers, the Superintendent will contribute to the Club's continued success and reputation.

This role demands a combination of technical expertise, financial acumen, leadership ability and a commitment to excellence, ensuring that Rosslare Golf Links continues to thrive as one of Ireland's top golf courses.

## 4. PGA Professional (Contractor)

### Key Role Overview:

The PGA Professional, as an independent contractor, provides golf coaching, retail services and professional expertise to members and visitors. The role supports player development, club fittings, and golf shop operations, enhancing the club's overall golfing experience.

### Key Responsibilities:

#### 4.1 Coaching & Player Development:

- Provide individual and group coaching programs for members and guests.
- Develop junior and beginner golf programs to encourage participation.
- Offer high-performance coaching for competitive players.

#### 4.2 Golf Shop & Retail Operations:

- Manage and operate the Pro Shop, ensuring the availability of high-quality golf equipment, apparel and accessories.
- Provide custom club fitting services and expert equipment advice.

#### 4.3 Tournament Support & Club Engagement:

- Assist with tournament organisation, course setup and operations, if required.
- Work with the Golf Committee to promote competitive and social golf events.

#### 4.4 Member Experience & Service Excellence:

- Offer on-course playing lessons and game improvement strategies.
- Engage with members to enhance their golfing experience and participation.

### Contractual & Reporting Structure:

- Independent Contractor Agreement with Rosslare Golf Club which includes detailed duties and responsibilities.
- Reports to:
  - General Manager (for coordination and club-related activities only - e.g. group and greens fees).
  - Men's and Ladies Club for Events matters
- Required to: Attend monthly HOD meetings & contribute to weekly HOD circulars.

# Part 3

Next Steps



# Next Steps

## Next Steps for Rosslare Golf Links

Following this comprehensive assessment, the next steps focus on implementing governance financial and operational improvements to enhance efficiency accountability and long-term sustainability at Rosslare Golf Links. These actions are structured to ensure a smooth transition to professional management improved financial oversight and enhanced member engagement.

### 1. Governance & Leadership Implementation

Key Actions:

- Appoint a General Manager (GM) to take over daily operational leadership ensuring professional oversight and strategic alignment.
- Define and implement structured reporting lines between the Management Committee General Manager and Heads of Departments (HODs) to eliminate ambiguity in governance.
- Clarify committee roles and responsibilities to avoid overlapping duties and inefficiencies.
- Develop a structured onboarding process for Management Committee members to ensure continuity of knowledge transfer and efficient governance practices.
- Introduce weekly operational circulars from the General Manager consolidating input from HODs and ensuring efficient internal communication.
- Schedule monthly HOD meetings ensuring strategic oversight and clear reporting on departmental progress and challenges.
- Governance updates requiring constitutional amendments will be presented at the next AGM ensuring alignment with the club's formal governance structure.

Responsible Officers and Committees:

- Management Committee – Approves governance structure and reporting frameworks.
- Trustees – Ensures compliance with club governance and oversight policies.
- General Manager (once appointed) – Implements operational leadership and structured reporting.
- Heads of Departments (HODs) – Provides input for reporting and attends structured meetings.
- Honorary Secretary – Ensures governance updates are formally recorded and prepared for AGM approval.

### 2. Financial Management & Strategic Oversight

Key Actions:

- Implement a Centralised Financial Tracking System to improve workflow and automate income recordings. Assess software solutions that integrate with existing platforms, such as Clubnet's link with Xero, and explore the feasibility of a BRS plug-in.
- Diversify Revenue Streams by developing corporate partnerships, increasing event income, and identifying alternative funding opportunities to reduce reliance on membership and green fees.
- Strengthen Budgeting and Financial Planning by maintaining a structured annual budgeting process, ensuring efficient resource allocation and expenditure oversight.
- Transition to a Rolling Strategic and Capital Plan to allow for annual reviews, increased flexibility in financial planning, and better alignment with the Club's evolving priorities.
- Outsource Financial Reporting to an external accountancy contractor to enhance reporting accuracy, improve efficiency, and reduce the workload on volunteers and staff.
- Establish a Strategic BRS System Management Policy to optimise member booking availability and ensure alignment with financial goals and revenue generation strategies.

# Next Steps

## Responsible Officers and Committees:

- Honorary Treasurer – Leads financial oversight, reporting and long-term planning.
- Finance Sub-Committee – Ensures financial decisions align with Club strategy and governance policies.
- Management Committee – Reviews and approves budgets, financial policies and strategic investment decisions.
- General Manager (once appointed) – Oversees financial operations, budget adherence and strategic financial initiatives.
- Administration Team – Implements financial tracking tools, reporting processes and operational budget controls.

## 3. Operational & Administrative Reforms

### Key Actions:

- Revise and optimise the BRS booking system by standardising user access pricing structures and financial alignment.
- Streamline membership application processes by introducing a digital application system structured timelines and clear evaluation criteria.
- Extend visitor office hours to weekends to improve member services enhance the visitor experience and optimise revenue opportunities.
- Develop and implement Standard Operating Procedures (SOPs) across all operational departments including F&B administration and course management.
- Enhance club communication channels through structured member engagement initiatives digital newsletters and automated updates.

## Responsible Officers and Committees:

- General Manager (once appointed) – Oversees implementation of operational improvements.
- Membership Committee – Reviews and improves the membership application process.
- Marketing Committee – Develops improved communication channels.
- House and Social Committee – Ensures visitor experience improvements.
- Heads of Departments (HODs) – Implements SOPs within respective departments.

## 4. Food & Beverage (F&B) Strategy Execution

### Key Actions:

- Transition F&B services to a franchise model ensuring high service standards cost control and operational efficiency.
- Develop a structured franchise contract including Service Level Agreements (SLAs) to align with club expectations and financial objectives.
- Ensure member engagement in F&B oversight by introducing structured feedback loops and quarterly reviews.
- Monitor financial and operational performance of the franchise model ensuring alignment with club revenue objectives and member satisfaction.

## Responsible Officers and Committees:

- House and Social Committee – Leads franchise model discussions and contract development.
- General Manager (once appointed) – Ensures F&B franchise operations align with club goals.
- Finance Sub-Committee – Reviews financial implications of the F&B transition.
- Marketing Committee – Oversees member communication and engagement strategies.

# Next Steps

## 5. Facilities & Infrastructure Development

### Key Actions:

- Review the Capital Investment Plan to guide strategic facility upgrades including clubhouse renovations, car park expansion and course maintenance improvements.
- Establish a dedicated Maps, Land & Boundaries Committee to oversee land usage property management and legal compliance.
- Ensure long-term sustainability initiatives including environmental improvements in course maintenance and resource efficiency.

### Responsible Officers and Committees:

- Management Committee – Approves capital investment priorities.
- Map Lands & Boundaries Committee – Oversees land and facility management.
- General Manager (once appointed) – Ensures operational execution of facility improvements.

Finance Sub-Committee – Reviews budget allocation for capital projects.

## 6. Marketing & Member Engagement Strategy

### Key Actions:

- Launch a structured annual marketing plan focused on increasing visibility attracting new members and promoting club events.
- Strengthen digital engagement through a club-wide CRM system social media integration and direct member communication tools.
- Develop a corporate sponsorship and partnership strategy enhancing revenue diversification and brand visibility.
- Enhance the visitor and guest experience by improving hospitality standards accessibility and club presentation.

### Responsible Officers and Committees:

- Marketing Committee – Leads marketing plan development and sponsorship outreach.
- General Manager (once appointed) – Implements digital engagement strategies.
- Membership Committee – Enhances visitor experience initiatives.
- House and Social Committee – Ensures hospitality improvements align with member needs.

# Next Steps

## 7. Implementation Timeline & Accountability

Phase	Timeframe	Key Actions	Responsible Officers & Committees
Phase 1: Immediate Actions	0-3 Months	Appoint a General Manager to establish reporting structures and define committee roles.	Management Committee, Trustees, General Manager Honorary Treasurer & Finance Sub-Committee
Phase 2: Short-Term	3-6 Months	Implement a review of all softwares, restructure BRS systems, develop franchise model for F&B launch. Digitalise membership applications.	Finance Sub-Committee, House and Social Committee, Business Development Committee & General Manager
Phase 3: Medium-Term	6-12 Months	Execute capital investment projects, monitor franchise performance and implement SOPs.	Map, Lands & Boundaries Committee, Finance Sub-Committee & General Manager
Phase 4: Long-Term	12+ Months	Expand revenue diversification efforts, monitor governance effectiveness & refine strategic growth initiatives	Management Committee, Trustees, General Manager, Marketing Committee & Finance Sub-Committee

## 8. Monitoring & AGM Considerations

- Governance updates that require constitutional amendments will be presented at the next AGM to ensure alignment with the club's formal structure.
- Regular progress updates will be provided to the Management Committee and Trustees to track the implementation of key reforms.
- Annual strategic reviews will assess the effectiveness of governance financial and operational changes.

## 9. Conclusion

By implementing these next steps Rosslare Golf Links will establish a stronger governance framework, improve financial sustainability and enhance operational efficiency. The transition to professional management through the appointment of a General Manager will ensure a more strategic and sustainable approach to club development.

The club's commitment to financial oversight structured reporting, enhanced member engagement and operational improvements will position Rosslare Golf Links as a leading golf destination with a strong foundation for long-term success.

