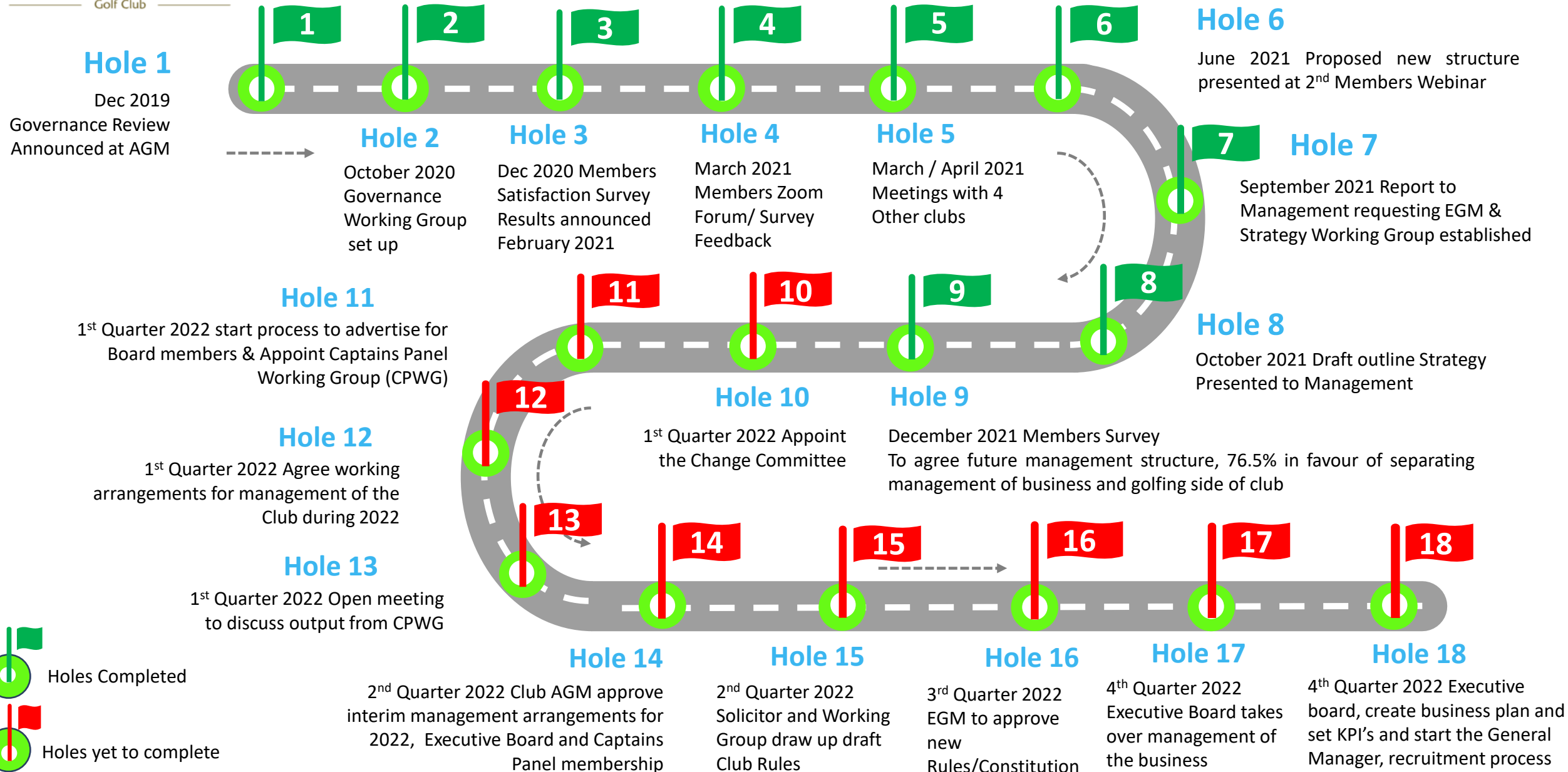




2022 Roadmap to new Governance

Please note the timeframe within this Roadmap is a target only, the whole process is fluid and some steps might take or indeed need longer, or shorter and could have an impact on each subsequent steps.

18 Holes 2022 Target Roadmap To New Governance



18 Holes 2022 Roadmap To New Governance Hole by Hole Details



December 2019

Review into the club's governance announced to members at the AGM by Club Captain, Les Sherrard. (Progress was subsequently delayed due to the onset of COVID19 in 2020)



October 2020

Lynda Campbell, Brian Green, Peter Morris and Sheila Morrow invited by Les Sherrard to form the Governance Working Group tasked with ensuring the club's governance was 'fit for the future' in line with the recommendations set out in Wales Golf's publication 'Governance Guide for Golf Clubs'. The guide to good club governance is the result of collaboration between the R&A, the golf Unions of England, Scotland and Wales; the PGA, BIGGA and the GCMA. Zoe Thacker, Golf Wales Development Officer was invited to Chair the Working Group.



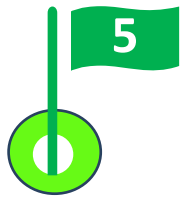
December 2020

The first stage of the review was to gain the views of members on their current level of satisfaction with the Club, to understand their priorities for future investment and what changes they would like to see. Consequently, in December 2020, all members were asked to complete a confidential Member Satisfaction Survey with the results being collated by Wales Golf.



March 2021

There was an unprecedented response rate of 68% and the main findings were reported back to members via a Webinar held in March 2021. The key priorities identified by members in the survey related to maintenance of the golf course, the desire for change in the management of the Club, refurbishment/renovation of the clubhouse and the recruitment of juniors.



March/April 2021

The Working Group held virtual meetings with 4 other clubs who had already gone through or who were going through a similar review process namely Newport GC, Minchinhampton GC, Whitchurch GC and The Glamorganshire GC. These clubs were willing to share their experiences and the processes they had found successful in bringing about change.



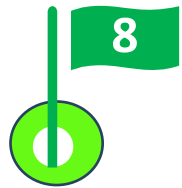
June 2021

The Working Group studied data and case studies from other clubs that had gone through the change process and looked at a range of different management models. As a result of this research, the Working Group opted for a model where there is a clear division between the business and accountable day-to-day operations and the golfing/social side of the Club which had been successfully adopted by the majority of other clubs and which appeared to be the best fit for Wenvoe Castle GC. The proposed model was presented to the members at a second webinar held in June 2021 where a straw poll taken on the night showed the vast majority favoured the model suggested.



September 2021

Before embarking on the detailed work needed to change to any new structure, the formal support of the membership was needed, and the Working Group sought the support of Management to hold an EGM for this purpose. At the same time, a Strategy Working Group made up of volunteers with experience in strategic planning together with 2 members of the Management Committee was set up to produce a draft business plan, based on the priorities identified by members.



October 2021

The Strategy Working Group met 6 times between August and September and presented a draft outline strategy to Management after which it was disbanded having completed its task.

December 2021

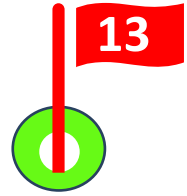
Having informed members in October that an EGM would be called as soon as practicable to vote on the Club's future structure, Management subsequently changed its mind and decided instead to hold a member survey where all club members would have the opportunity to have their say. Members were sent an information pack outlining the reasons/advantages of the proposed change and Working Group/Management Committee members were on hand to answer any queries members had before casting their votes. To ensure the confidentiality and independence of the survey, the Club auditors agreed to collate the returns. The result of the survey was reported back to members via email and showed that 76.5% of the total returned votes (230) were in favour of changing to 'a new governance structure which separates the golf from the business management side of the club'.

1st Quarter 2022. Appoint the Change Committee . To include Captain, Vice Captain, and a representative from each of Past Captains, Wales Golf and Governance group.

1st Quarter 2022

Change Committee draws up job description/skills required + person spec for members of the Executive Board and start the recruitment process by going out to the membership to recruit suitably qualified Board members. At the same time, invite applications from members to form the Captains Panel Working Group (CPWG)

1st Quarter 2022 Appoint Captains Panel working Group(CPWG) charged with identifying the remit, membership and election process. The CPWC can make interim appointments to the Executive Committee subject to ratification by members at the next available AGM.



1st Quarter 2022

Agree working arrangements for management of the Club during 2022. A decision will be needed as to how the club will continue to be managed whilst the new structure is put in place. For example, at the 2022 AGM will/should election of officers go ahead as usual or should the term of current officers be extended pending the introduction of the new structure?



2nd Quarter 2022

Open meeting to discuss output from CPWG and Change Committee. It is vital that members be kept informed of progress and have the opportunity to question/amend/debate proposals as they are developed.



2nd Quarter 2022

Club AGM to approve interim management arrangements for 2022, Executive Board and Captains Panel membership. Once these 2 groups are appointed/elected, they can start to prepare detailed proposals for inclusion in the new club Rules/Constitution.



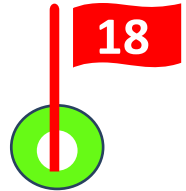
3rd Quarter 2022

Solicitor and Working Group draw up draft Club Rules based on what has been approved by the members in April



4th Quarter 2022

EGM to approve new Rules/Constitution. Formal approval from the members is required before the changes can be adopted in full and the Executive Board can start to operate



4th Quarter 2022

Executive Board takes over management of the business side of the club including developing a business strategy (an outline strategy has already been drafted by the strategy working group based on the information reported through the Member Satisfaction Survey); reviewing the club's staffing requirements; starting the process to recruit a General Manager; ensuring up to date H&S and HR policies and procedures are in place; developing a performance management system; reviewing the club's financial structure and practices etc etc.

Governance Project



The Future

WCGC – Our Values and Guiding Principles

THE FUTURE

- Members own our club and as members we have a responsibility to look after it
- We will welcome visitors and are proud to show them our facilities
- Every member of the club is of equal value
- Ideas to improve can come from anyone in the club (members & staff)
- We will encourage and support a younger generation to enjoy golf at WCGC
- It is important for us to embrace our long history whilst looking forward to the future
- When new members join they will be introduced into the Club systems and processes both on and off the course
- Our Club is inclusive, supportive, and we will openly encourage diversity and equality

Wenvoe Castle Golf Club Governance Project

The Strategic Pillars



Vision

To be a club of excellence and provide an outstanding golf experience within South Wales.

Mission

To deliver a rewarding membership experience both on and off the course by ensuring that our customer service and facilities are of the highest possible standard.

Management
Structure

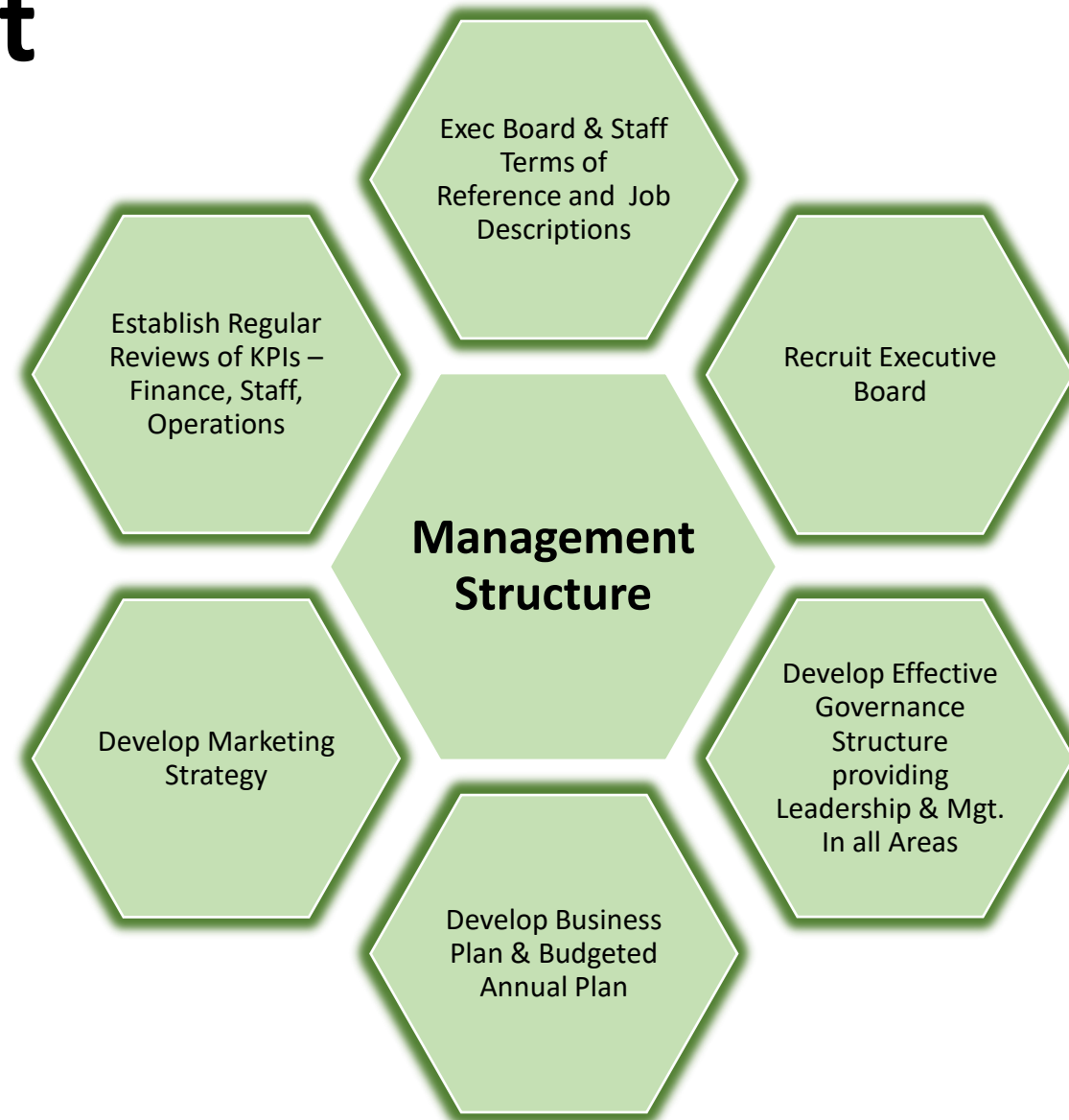
Golf
Course

Clubhouse

Finance and
Risk Management

Sustainable
Membership
Development

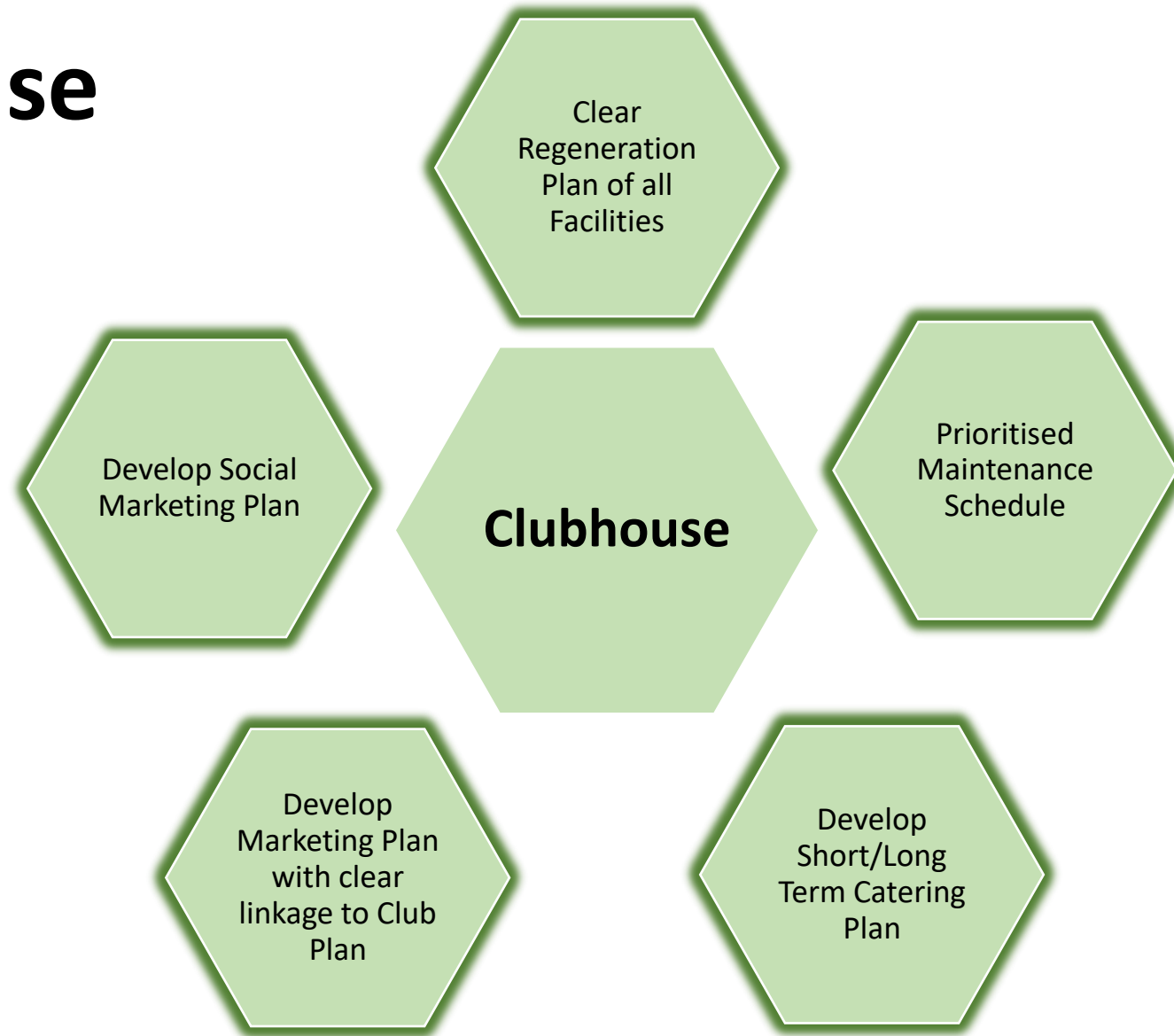
Management Structure



Golf Course



Clubhouse



Finance and Risk Management



Sustainable Membership Development

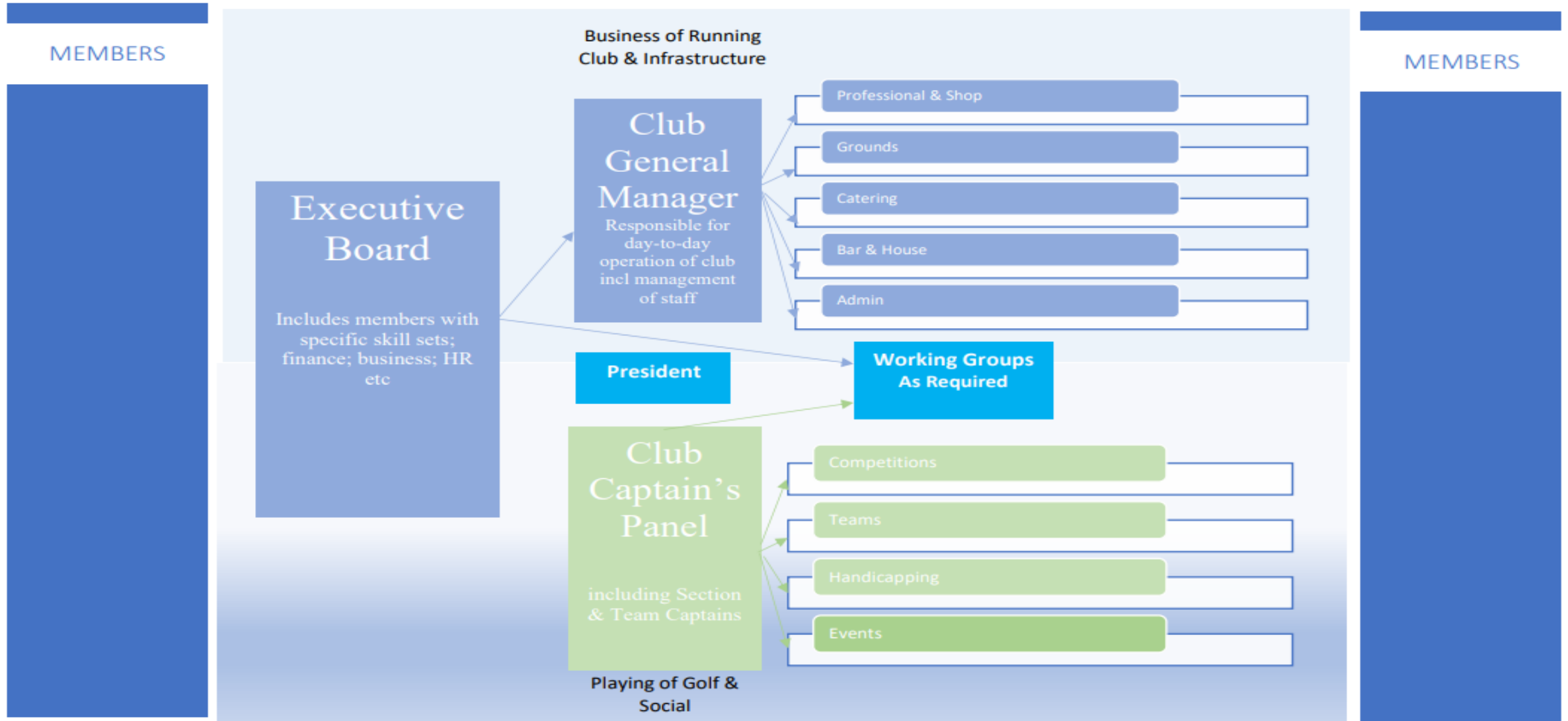


Governance Project



The Structure

WCGC – Future Governance Structure



Within the proposed structure, the Executive Board members can focus their attention on the Club's short-, medium- and long-term future, rather than just the present. They will be responsible for developing plans and policies that will drive the future success of the Club