



CHECKLIST FOR NEW MANAGERS/SECRETARIES

This checklist includes most of the major areas that you will need to keep your eye on and gives you a good insight into how a club operates. Make sure you check all these items in your first few months. (Of course the degree of handover you have will determine how much you have to do on your own)

Legal & Essential Obligations

It is important that these items are checked and any action taken within your first month at the club. If you have any real problems with any of these items never be afraid to consult the club's solicitors for help and advice.

- ✎ **Club Premises Certificate** - A Club Premises Certificate applies to premises occupied by, and habitually used for the purposes of a club. This authority has been specially designed for clubs and is probably the preferred option of most private member golf clubs which wish to carry on the licensable activities. Once granted the certificate declares that the club premises may be used for the qualifying club activities set out in the certificate, which will also include entertainment in the club premises.
- ✎ **Gaming Machine Licence** – Is for a machine used for playing a game of chance for a prize. Check expiry date and make sure you keep a note in your diary the details so that you apply in good time. Like the Club Premises Certificate above, you seldom get a reminder from the local authority when they expire.
- ✎ **Data Protection** - If you run computers and keep personal information about members on them, you will need this licence particularly if you send information to third parties such as printers for publishing your annual members list in the diary etc. The licence runs for a period of one year and the Data Protection Office send reminders in good time but if you fail to renewal on time you will have to go through the whole procedure of applying again. *See Lib Docs 5008 & 5009*
- ✎ **Performing Rights/Phonographic** – Although the entertainment licence is covered by the Club Premises Certificate, if you play background music or even music on the TV and have live music such as bands for events you will be liable to pay a fee to PRS (Performing Rights Society) who will normally approach the club and invoice annually for royalty fees.
- ✎ **TV Licence** - If the club has a TV you will need a licence and the fact that the club steward or caretaker has one in their flat above the clubhouse does not cover the club. Make sure the club has one and that it is renewed annually. Many clubs have satellite TV and this still needs the normal TV licence plus the fees to satellite company.

- 🐼 **Tractor/Vehicle Tax** - You need to find out what if any licensing is in place and what insurance cover there is for the vehicles especially if they use the public highways
- 🐼 **Petroleum Licence** - Petrol must be kept in accordance with conditions outlined under the Petroleum Act 1929 - (see: <http://www.hse.gov.uk/fireandexplosion/petroleum.htm>)
A licence is not required for the storage of up to 275 litres (or 60 gallons) of petroleum. Storage must be in a separate store room specifically designed for the use of petroleum and away from sparks or where fire could break out. Petroleum storage containers must be used to hold small supplies and should be stored inside a larger 'leakage' container. (Ask County Council Offices for the most appropriate Fire Officer contact.)

'Dangerous Substances and Explosive Atmospheres Regulations 2002 Approved Code of Practice and guidance' is available to purchase from the HSE website for £15 –Series Code: L138 (Second edition) and ISBN code: 9780717666164. It is also available as a free download - <http://www.hse.gov.uk/pubns/books/l138.htm>

- 🐼 **Hazardous Waste** - If you produce, move, receive or dispose of hazardous waste, there are certain procedures that must be followed under the Hazardous Waste Regulations. All businesses in England and Wales that produce hazardous waste must register with the Environment Agency before they consign this waste, the Agency will issue a unique registration code to the person making the notification.

What is hazardous waste?

Examples include – asbestos, lead-acid batteries, solvent-based inks and paints, pesticides, hazardous packaging waste eg: televisions, fridges/freezers etc, oil sludges, solvents, fluorescent light tubes, chemical waste and pesticides.

Exclusions

You may not need to register the premises where waste is produced, held or removed if:

- 🐼 less than 500 kg of hazardous waste is produced at the premises during any 12-month period
- 🐼 the premises is a domestic premises, and only produces domestic waste (other than when asbestos is produced)
- 🐼 the waste is the result of fly-tipping at that premises
- 🐼 the premises is in Northern Ireland or Scotland

If you are uncertain whether you need to register your premises because you think they may be excluded or exempt please see: <https://www.gov.uk/dispose-hazardous-waste>

- 🐼 **Health & Safety** - You must check that the correct procedures are in place and that the staff are all aware of their responsibilities.

- 🦉 **Fire Precautions** - It is important to check that all fire extinguishers and other equipment are working correctly and regularly serviced by a competent company. You should have correct procedures for fire drill and see that all the staff know their responsibilities.
- 🦉 **First Aid** - Check that there are adequate first aid kits available and that they are topped up regularly. Also you should have at least one member of staff on duty that has undergone the correct training.
- 🦉 **Club Insurance** - You must check the renewal dates and spend time finding out what policies are in place and that you have Employer's Liability Insurance Certificate. It is a good idea to meet your insurers and discuss the cover with them and whether the cover is adequate.
- 🦉 **Personnel** – Apart from checking the PAYE/NI it is important to spend some time checking through the personnel records and finding out if there are written job descriptions and staff contracts in place. If the staff have been there for a good many years this may need some work bringing up to date. You must also check any self-employed staff such as the professional or caterers to see what their responsibilities are, and equally important are they really self-employed. Beware if you inherit a club with the steward having such a contract it may well not pass the test for national insurance. Also any profits from the bar in a private club must not go to a third party so the bar cannot be run by a self-employed person in this way.
- 🦉 **Limited Company** - If the club trades as a limited company then you must inform the Registrar of Companies about the change of secretary on the appropriate form. You should check that all returns are up to date and notify them of any changes of directors.
- 🦉 **Leases** - Important to establish what the situation is if the club leases all or part of their course or buildings. You must know when the lease expires and what if any policy is there to negotiate the next renewal. If the club's landlord is a local person who is a benefactor to the club by way of a low rent, then you should find out the complete situation if he/she is given any concessions at the club. You do not want to go and put your foot in it.
- 🦉 **Trustees** - If the club has trustees then find out whom they are and what their duties are. As these persons are often getting on in years you will need to know the procedure for replacing anybody.
- 🦉 **Auditors** - Always make contact with the Club's Auditors and establish the procedures adopted for their annual audit. If the end of the financial year is not far off you will need to know who prepares the final accounts for audit and what reports they will require. Never be frightened to ask the Auditors for help especially if you are in at the deep end in your first year. If you take over in the middle of the financial year and you are unsure of things then ask the committee for a half year audit and this will enable you to get things right rather than leave matters for a further few months.

- ✉ **Pension Scheme** – Employers and stakeholder pensions - Since the introduction of the automatic enrolment legislation on 1 October 2012, it is now no longer a statutory requirement for employers with five or more employees to designate a stakeholder pension arrangement for their employees. Instead, employers are now required to enrol their ‘eligible jobholders’ into a pension scheme that meets specific conditions to be an automatic enrolment scheme. The date by which employers are required to do this varies according to the size of each employer’s payroll and will gradually be phased in over the next few years.

The introduction of automatic enrolment duties does not affect an employer’s obligation in relation to its employees who are already members of an existing stakeholder arrangement.

All employers will have to provide workers with a workplace pension scheme by law over the next few years. This is called ‘[automatic enrolment](https://www.gov.uk/workplace-pensions-employers)’. For further details visit: <https://www.gov.uk/workplace-pensions-employers>

- ✉ **Child Protection** – Many procedures are recommended for best practice in running the Junior Section. The Safeguarding of Children in Golf (SCiG) works in partnership to ensure that young people involved in golf can thrive and flourish in a safe environment.

It is essential that all those involved in running the Junior Section, including the Club Secretary/Manager, carry out **Disclosure and Barring Service** checks, or other vetting procedures appropriate to the country (*England Wales, Northern Ireland & Republic of Ireland*), for each member of staff or volunteer working regularly with children, in accordance with DBS and/or official guidelines.

See: www.childreningolf.org for advice, downloads, templates and links.

Rules & Committee Procedures

The following items concern the club rules and committee procedures as they affect Private Members Clubs although some areas will also be applicable to Proprietary Clubs.

- ✉ **Committees/Directors** - You will need to find out soon after you arrive what the committee structure is at the club although hopefully you will have got this information before arriving. You need to discover fairly quickly if there are any terms of reference or duties for each committee and what the chairman's duties are for each committee. If the club has an Honorary Treasurer you will need to know what his duties are in relation to yours. You must also find out what the procedure is for nominations to the committee and who retires each year. There should be a file on this but if not you must find out this information from previous minutes of Annual General Meetings.
- ✉ **The Captain** - This person is the number one person in the club and you must treat him as such. It is almost certain you will have met the person at your interviews and in many

cases they will be one of your first contacts at the club and will give you much help in those first few weeks.

- ☛ **Annual General Meeting** - You will need to discover when this is held and the procedures for administering it. A look through the previous files will tell you most of what you want to know. Always make sure that the minutes of the previous AGM have been written.
- ☛ **Club Rules** - Hopefully you will have obtained a copy of these prior to arriving at the club and will have studied them so that you already know the basics. Please remember it is a very important part of your job to know these rules so you must spend time studying them.
- ☛ **Minutes** - The minutes of previous meetings will give you a good insight into the workings of the club so it will be necessary to go back over the minutes for at least the past two years. If they are properly indexed then it will be much easier for you to find out the important items.
- ☛ **Membership** - Check the policy on new members and the waiting list procedure. If the membership records are kept on a computer then this should present no problems. If a manual system is used then make sure everything has been kept up to date.

Club Officers

Apart from the Captain it is important to make contact and know the principal Officers of the club. This could include all or any of the following;

- ☛ President
- ☛ Vice President
- ☛ Hon. Treasurer
- ☛ Vice Captain
- ☛ Past Captains
- ☛ Seniors/Veterans Captain
- ☛ Junior Organiser
- ☛ County Officials or Representatives
- ☛ Handicap or Competitions Secretaries
- ☛ Ladies Captain
- ☛ Ladies' Hon. Secretary and any other Officials.

- ☛ **Long Term Planning Committee** - It is important you find out if the club has any long term plans and if they have you should spend time familiarising yourself with them. Many clubs today have 5/10 year roll over plans for replacing equipment and maintenance of the course and clubhouse, so you must be able to take them over and see that the policy is kept to.

- 🐦 **Course Policy Document** - Many clubs have a specific course policy document which is set out in detailed form and has been approved by the members at a special meeting. If there is one in place at your club then make sure that you read and study it thoroughly so that future committees adhere to it.

General Considerations

These items need looking at in depth once you have settled in at the club but still need fairly brisk attention initially so that any weak areas can be corrected before they become a major problem.

- 🐦 **Staff** - It is very important to spend time talking informally to all members of the staff during the first few months. Make sure they know who the secretary is and look through their personal records so that you are aware of any problem areas in the past. You must check that the club has proper Grievance and Disciplinary Procedures. Try and have informal interviews with all the staff so you can get a feel for what makes the club tick over. Above all make up your own mind after you have seen everyone because members views on staff however well meaning can often be based on personal prejudices. Good happy staff are an asset at any club, so if you inherit one make sure it remains like that.
- 🐦 **Communications** - If the club sends out a regular newsletter you need to know whose responsibility it is. Often it is edited by the secretary who has the job of getting club officials and others to contribute. It can be a thankless task so give yourself plenty of time to plan each issue. Done well it can improve relationships within the club and get the members more involved as well as keeping everyone informed of what is going on.
- 🐦 **Fixture List** - This will need careful planning and you will need to establish fairly promptly on your arrival the current situation. This will be important if you are starting at the beginning of the year. In some clubs the fixtures are collated and arranged by the competition committee but even if this happens your office must be the central point to avoid any clashes of dates.
- 🐦 **Societies/Visiting Parties** - Always establish what the club policy is on these; you will get no bouquets but plenty of brickbats if things go wrong. If the committee tell you at your interview that they want to increase income from this source then proceed with caution until you know what they really mean. If this is really what is wanted then work out a plan to increase income from this source and get it approved by the committee.
- 🐦 **Competitions and Handicaps** - You should have established at your interview and from your job description your area of responsibility on these items. At many clubs the task is carried out by members with the secretary carrying out a watching brief. The Ladies and Seniors Sections usually run their own show but they need to co-ordinate the competitions through your office. So establish that they do to avoid any confusion.
- 🐦 **Cups & Trophies** - You will need to establish who is responsible for getting these collected and engraved for the annual prize giving. Also if the club has honours boards

then they must be made up at least annually. It is usual to get members to sign for any trophies they have won and removed from the premises and you must check the insurance cover on them. Many trophies in clubs are grossly under insured and it may be necessary to have a general valuation of all the club's trophies.

- 🐼 **Club History** - Always spend time at the beginning finding out a bit about the history of the club especially its traditions. Hopefully if you stay for a few years you will become the guardian of its history and tradition and you must make sure that club officers and members maintain it.

(reviewed September 2014)

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