REVIEW OF RULES

AND REGULATIONS

MEMBER SURVEY REPORT

ARLINGTON BATHS CLUB

INTRODUCTION

This document presents the results of the recent engagement process conducted with the members of Arlington Baths Club which sought to determine members views on the extent to which the current rules and regulations of the club, effectively facilitate (or otherwise) the smooth running of the Club.

The Board approached Kinharvie as an independent third party with no vested interest in the outcomes, to conduct the review exercise on behalf of the Board of Management.

Two main elements were involved in the review process. Firstly, an online survey was conducted, and a summary report of the results produced. The second element involved facilitated consultation sessions with club members. In total, 4 sessions were planned and advertised, 2 online and 2 face-to-face. Due to lack of uptake, the online sessions did not proceed however both face-to-face sessions in October 2023 took place at the club with approximately 10 members attending each event.

In addition to the above, members were invited, in the strictest confidence, to email further comments or suggestions to Arlington@Kinharvie.org.uk.

1. Summary of Findings

1.1   **Membership Duration:** 52 members (50% of respondents) have joined the Club in the last 5 years.

1.2   **Rules and Regulations Awareness:** 104 members (98% of respondents) read both the Rules and Regulations and the 2023 Annual Report before participating in the survey.

1.3   **Satisfaction with Rules and Regulations:** Overall, 81 members (76% of respondents) are satisfied with the current Rules and Regulations. While most members are content, there are concerns about the need for updates, transparency, communication/enforcement and ensuring democracy.

1.3.1   **General Satisfaction:** Members who responded appreciate the rules for facilitating:

- effective club functioning.
- equitable access.
- historical continuity.
- responsiveness.
- good governance.

1.3.2   **General Dissatisfaction:** stems from issues related to:

- Clarity and interpretation of the rules.

- Board transparency and consultation, especially around major facility changes and renovations, feeling past projects have had issues that could have been avoided with member input.

- Board structure, selection & representation – some cite apparent issues around a perceived democratic deficit in Board membership and operations.

- More contemporary engagement processes and language.

- Improved communication from the Board - providing more visibility into Board activities and decisions, soliciting member feedback and improved reporting after AGMs/EGMs

1.4 **Membership Categories:** A majority of members who responded (77 = 73%), find the current Full and Supernumerary membership categories appropriate but there is a small but not insignificant cohort (29 = 14%) who express some dissatisfaction and seek enhancements.

    1.4.1 **Positive Aspects:** Flexibility, inclusivity, and financial stability are cited as benefits.

    1.4.2 **Suggestions for Enhancement:** Simplification, inclusivity, voting rights, financial sustainability, communication, guest policies, eligibility criteria review, accommodating modern family structures, and improving accessibility.

1.5 **Full Membership Categories:** A majority (70 = 66%) support the existing four Full Membership categories but suggest reviewing certain classes like "country" and "life."

1.6 **Supernumerary Membership Categories:** 67 members who responded (63%) are in favour of retaining the current five Supernumerary Membership categories, but a sizable minority (30 = 28%) seeks amendments.

1.7 **Board Member Selection:** While 66 members (62%) find the process clear and transparent, concerns (25 members = 23%) exist regarding transparency, advertisement of opportunities, and information about Board members.

1.8 **Office Bearer Terms:** Opinions are divided, with 50 members (47%) in favour of no fixed terms and 40 members (37%) against it. Concerns include lack of democracy, potential stagnation, and unclear processes.

1.9 **Quorum Requirement:** A majority (61 members = 57%) are content with the quorum of four Board members, while 24 members (21%) believe it is too low – some are concerned it could allow a minority to control decisions. A significant cohort of (23 members = 22%) were 'unsure'.

1.10 **EGM Threshold**: 35 members (32%) of respondents seek to maintain the current threshold of 20 members. A greater number (59 members = 56%) seek some increase in the threshold, although preferences for the extent of the increase vary across the different options presented. Some feel 20 members is too low and allows a small minority to call meetings, while others argue raising it would damage democracy and member participation. Using a percentage of total membership rather than a fixed number is suggested.

In essence, the survey results indicate overall satisfaction with the Club's Rules and Regulations but also highlight areas for improvement, such as membership categories, Board member selection processes, office bearer terms, and the EGM threshold. The responses reflect a diverse range of opinions among members, with some advocating for status quo and others supporting various changes to enhance the Club's governance and operations.

2. RECOMMENDATIONS

The survey results suggest that significant changes to the club's rules and regulations are not necessary. Respondents have utilised this opportunity to offer valuable insights into areas where communication and specific processes could be enhanced. These identified improvements, however, do not necessitate alterations to existing rules. Building on the survey insights, the recommendations presented below extend beyond the exercise's initial scope, encompassing not only proposed rule changes but also suggestions to enhance processes that support the effective implementation of rules and regulations.

2.1 **Membership Categories** – it is recommended these be simplified, removing outdated or redundant classifications whilst retaining important factors such as inclusivity and flexibility. Publishing current statistics on the usage of different membership categories will help facilitate understanding and transparency.

2.2 **Voting rights, privileges, and eligibility criteria** - for each of the different membership categories retained, it is recommended voting rights, privileges and eligibility criteria be reviewed ensuring cultural and diversity relevance and having agility in responding to changing circumstances.

2.3 **Outdated Language** – the language of the Rules and Regulations needs reviewed and updating to be more inclusive (Chairman to Chair) and reflective of contemporary culture whilst maintaining valuable heritage.

2.4 **Board Member Selection** – No change to the rules and regulations is recommended. It is recommended however, that the process for becoming a member of the Board be reviewed and redesigned to facilitate clarity. Once a clearer process has been designed it should be formally presented and communicated to members. This will facilitate better understanding and greater transparency concerning the electoral process for Board member selection and will encourage club members to consider becoming Board members themselves. Readily accessible application forms on the club's website should be made available to encourage member participation. Some form of engagement with potential Board members should be considered prior to elections. In implementing this recommendation, consideration needs to be given to ensuring there is a balanced Board with requisite skills in respect to governance, finance, law, HR etc.

2.5 **Term of Office** - consideration should be given to fixing the term of office for Board members to manage concerns relating to a perceived potential lack of democracy and possible stagnation in the membership of the Board. The consequences of fixing terms of office needs evaluating by the Board especially in relation to the challenge of finding suitable multiple potential candidates.

2.6 Reporting: Board Communication and Decision-making – No rule change is required here however, it is recommended the Board increase efforts to communicate with members giving account of key decisions taken and the reasoning behind such decisions. Publishing a summary of essential particulars (including finances) and decisions of Board meetings is recommended.

2.7 Board Quorum - consideration should be given to raising the Board quorum to five or six members to mitigate concerns regarding the possibility of a minority having undue influence regarding Board decisions. Consideration should also be given to the wisdom of requiring an even higher threshold for major decisions such as building renovations or expenditure over a certain value. At the same time, it is important to consider that an increase might pose the risk of the Board not achieving a quorum.

2.8 Extraordinary General Meeting Threshold – Based on the comments of members, it is recommended to adjust the threshold for calling an Extraordinary General Meeting (EGM) from 20 to a higher percentage that reflects the significant growth in membership in recent years. Changing the required number to a percentage of the membership provides flexibility whenever the membership numbers fluctuate.

Considering this adjustment, a crucial recommendation is made to simplify the process for members who may face challenges in garnering a higher threshold of supporters. The Board is strongly urged to design a straightforward and accessible process that accommodates the needs of members with legitimate reasons to raise important issues. It is essential to ensure the revised procedure is user-friendly and inclusive. Consideration should be given to leveraging technology and employing streamlined methods that facilitate members in expressing their concerns without unnecessary hurdles. This modification aims to strike a balance between maintaining a reasonable threshold and providing a practical avenue for members to address pertinent issues. The Board's commitment to creating an efficient and accessible process will contribute to a more responsive and member-centric decision-making structure within the club.

2.9 Future Engagement – it is recommended a streamlined periodic engagement process for conducting reviews of the rules and regulations be developed, for instance, every 5 years. This process should be designed to be straightforward and not overly burdensome. It should involve consulting club members to gather their perspectives on potential changes or improvements to the existing rules and regulations.

2.10 Summary Report and Recommendations – it is recommended a summary of the Review report and recommendations be shared with members.

2.11 Implementing the Review Recommendations– The Board has responsibility for **implementing** the recommendations outlined in this review and as such, should undertake the task of evaluating the impact of various options, including potential changes to membership categories and the potential raising of the threshold for triggering an EGM. The Board should assess options with a focus on ensuring financial

viability, inclusiveness, and flexibility and agree the set of changes to the rules and regulations to be presented and voted on at an AGM.

Implementing these recommendations will contribute to a more modern, transparent, and inclusive governance structure, fostering the smooth and effective operation of the club. Regular reviews and open discussions on these aspects will further align the club's policies with the evolving needs and expectations of its members.

3. SURVEY RESULTS

Overview

The purpose of the review process was to canvass members views to understand any changes that may be needed to the Rules and Regulations.

The intended outcomes of the review included:

- An understanding of the ways in which the Clubs Rules and Regulations facilitate, or otherwise, the successful running of the Club.

- Views from members about what's working well and what could work better regarding the Rules and Regulations.

- Ideas and suggestions emerging from the consultation for improving the Rules and Regulations of the Club.

- A report including recommendations / options the Board may wish to consider actioning by way of proposed changes to the constitution – voted on at an AGM.

The survey was conducted between Thursday 6 July and Thursday 24 August 2023. All 1218 Club members at the time were invited to contribute their views. The total number of responses was 106, representing a return rate of 8.7%.
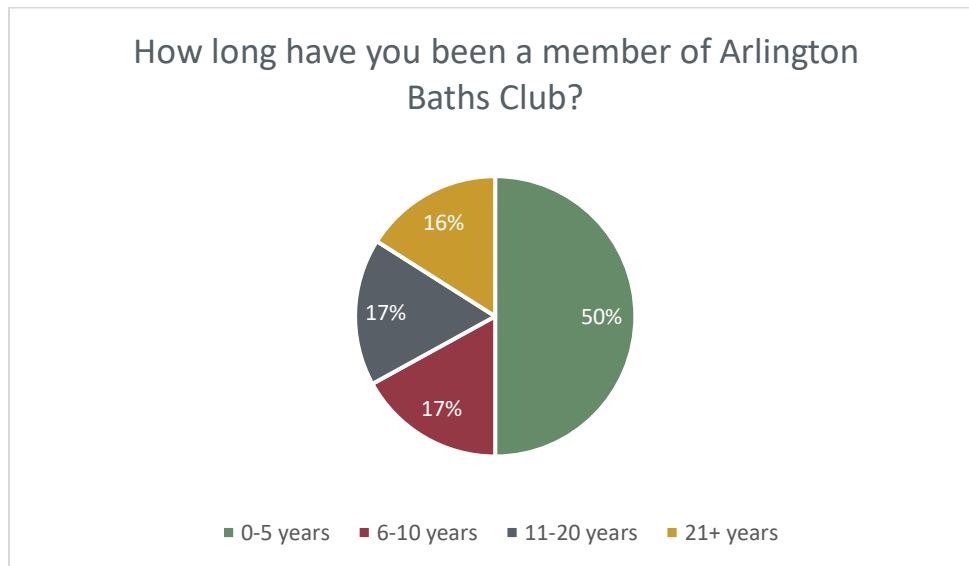
4. The Findings

4.1 How long have you been a member of Arlington Baths Club:

The largest group at 50% of respondents have joined the Club in the last 5 years.

How long have you been a member of Arlington Baths Club?

- 0-5 years: 50%
- 6-10 years: 17%
- 11-20 years: 17%
- 21+ years: 16%

4.2 Have you read the Rules and regulations and the Annual Report?

98% of respondents read both the Rules and Regulations and the 2023 Annual Report prior to completing the questionnaire.

Have you reviewed the Rules and Regulations?

- Yes: 98%
- No: 2%

Have you reviewed the Annual Report?

- Yes: 98%
- No: 2%
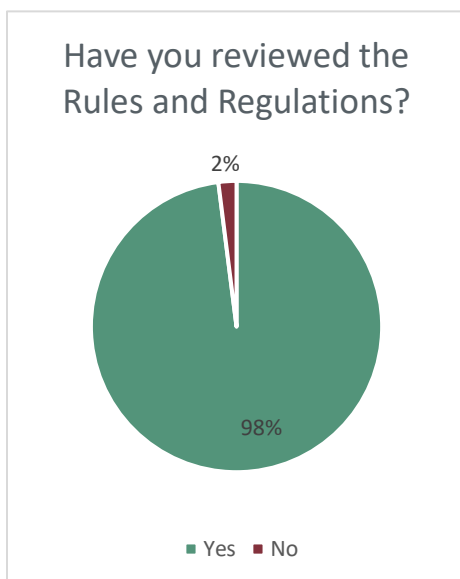
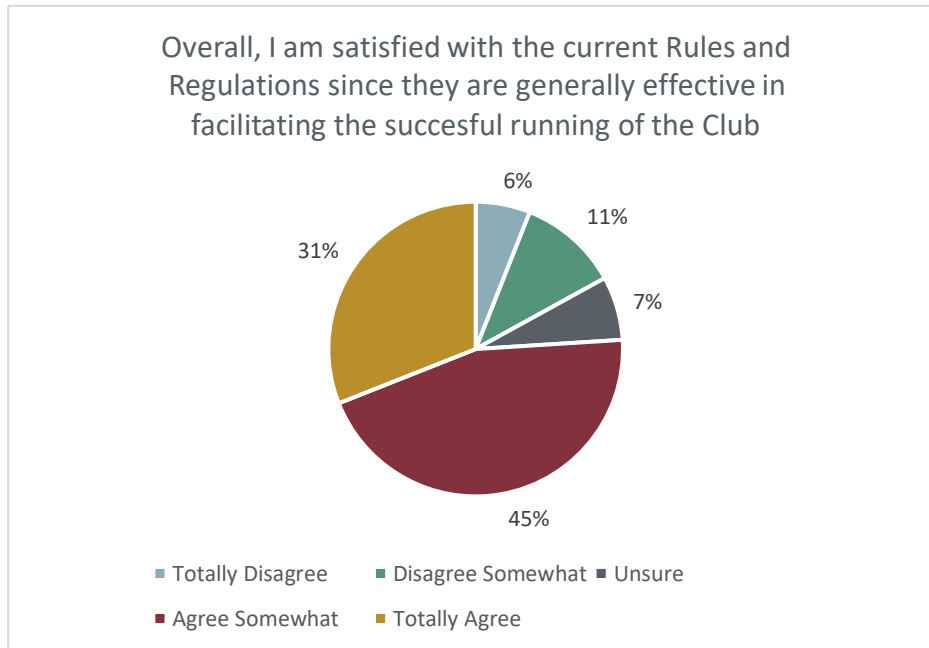## 4.3 Overall, I am satisfied with the current Rules and Regulations since they are generally effective in facilitating the successful running of the Club.

Overall, I am satisfied with the current Rules and Regulations since they are generally effective in facilitating the succesful running of the Club

- Totally Disagree
- Disagree Somewhat
- Unsure
- Agree Somewhat
- Totally Agree

The overall level of satisfaction with the current rules and regulations stands at **76%** (31% 'totally agree' and 45% 'agree somewhat'). The overall level of dissatisfaction with the current rules and regulations equates to **17%** (6% 'totally disagree' and 11 'disagree somewhat'). The number of those who were 'unsure' was **7%**. It is evident that, in general terms, most of the membership who responded are satisfied with the current rules and regulations with a small but not insignificant cohort expressing some dissatisfaction.

The overall sentiment points to a good level of satisfaction with the Club's operations and rules & regulations, however, there are concerns about the need for updates, transparency, and a more contemporary approach.

4.3.1 General Satisfaction relates to the following:

- **Effective Functioning**: The rules facilitate smooth operations and management of the club leaving members free to enjoy the facilities. There is much belief in the Board and its capacity for effective decision-making. There is also some concern that possible future changes to the rules and regulations, could be driven by the agenda of some "single issue pressure groups".

- **Equitable Access**: There is appreciation for the efforts made in ensuring fair access to facilities.

- **Historical Continuity**: There is appreciation that the rules have evolved over time and have helped in maintaining continuity.

- **Responsiveness and Engagement**: Some members feel that there are opportunities to have their say and influence the running of the club, giving them a sense of engagement and participation.

- **Effective Governance**: A common sentiment is that the rules and regulations have resulted in a well-governed club, with members trusting the Board to make decisions in the best interest of the membership.

**4.3.2 General dissatisfaction relates to the following:**

- **Clarity and Enforceability**: Some lack of clarity concerning the rules and regulations makes some rules difficult to enforce e.g. 'appropriate behaviour' can be difficult to apply if it is not clearly defined and if there is the absence of robust procedures in place.

- **Outdated Language**: The use of gendered and outdated language for many respondents needs updating i.e. 'Chairman' to become 'Chairperson'.

- **Board Appointments**: Some dissatisfaction with the Board selection process. Some members express concern about how Board members are appointed. They find the process lacking in transparency and believe appointments may be influenced by personal relationships or favouritism rather than being open to all members and based on merit.

- **Board Transparency and Consultation:** There is concern, especially around major facility changes and renovations, feeling past projects have had issues that could have been avoided with member input. In terms of **decision-making**, some feel the Board can make decisions without adequately seeking or considering the opinions of the broader membership. With respect to **financial transparency**, some members are concerned about the lack of clarity regarding the club's finances, including how membership fees are allocated and utilised. Some cite perceived issues around a possible **democratic deficit** in Board operations –

several members have expressed frustration over what they perceive as a lack of opportunity to influence club decisions and policies, leaving them feeling marginalised in the decision-making process.

- **Improved Board Communication**: providing more visibility into Board activities and decisions, soliciting member feedback and improved reporting of Board decisions and after AGMs/EGMs is a desire of some.

- **Need for Modernisation**: Rules may require updates to address contemporary concerns such as online participation opportunities.

4.4 The current Rules and Regulations provide for 2 categories of membership, Full Members and Supernumerary Members. These categories appropriately facilitate the successful running of the club, ensuring its viability.

The current Rules and Regulations provide for 2 categories of membership, **Full Members** and **Supernumerary Members**

These categories appropriately facilitate the succesful running of the club, ensuring its viability

- Totally Disagree
- Disagree Somewhat
- Unsure
- Agree Somewhat
- Totally Agree
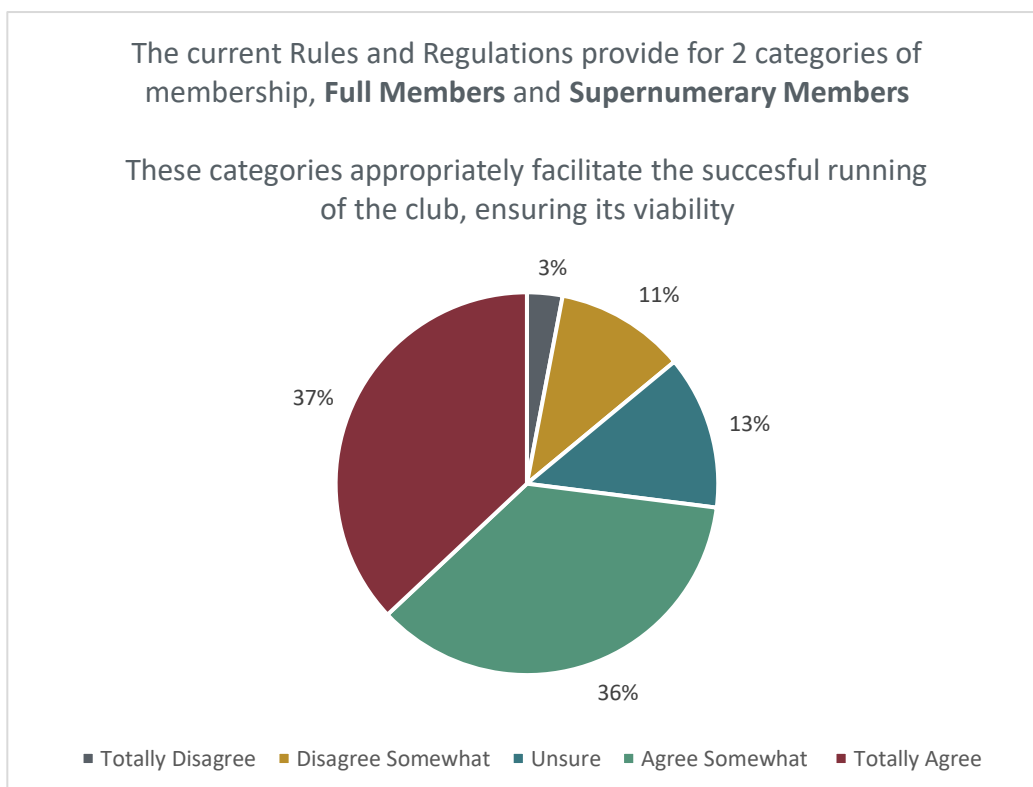
With respect to the 2 categories of membership (Full and Supernumerary), the total degree of agreement that these appropriately facilitate the successful running of the Club is **73%** (37% 'totally agree' and 36% 'agree somewhat'). The combined level of disagreement that these categories of membership appropriately facilitate the successful running of the Club is **14%** (3% 'totally disagree' and 11% 'disagree somewhat'). Those who are 'unsure' amount to **13%**. These results indicate most members perceive the current membership categories as being appropriate.

A number of respondents do not see the membership categories as having significant bearing on the effective functioning of the Club.

4.4.1 The positive aspects of the membership categories include:

- **Flexibility:** The categories allow for flexibility to accommodate different circumstances and needs, such as students, people living far away, etc.

- **Inclusivity:** Having various categories facilitates inclusivity so people from different demographics can join.

- **Financial Stability:** The tiers help maintain revenue streams to ensure financial sustainability.

4.4.2 Suggestions to enhance the membership categories include:

- **Need for simplification and updating**: Many respondents indicated the membership categories should be simplified and modernised, with outdated terminology updated and unnecessary subcategories removed to streamline the system and reduce confusion.

- **Inclusivity and flexibility**: Respondents highlighted the importance of flexibility and inclusivity in membership categories to accommodate diverse demographics and circumstances. However, some categories like 'pensioner' rates may need to be considered as part of any review. A couple of respondents wondered why individuals were in a position of 'subsidising' couples.

- **Voting rights and privileges:** Some respondents questioned the rationale behind limiting voting rights for certain Supernumerary subcategories like students, stranger and honorary.

- **Communication and transparency:** Many respondents expressed a desire for improved communication and transparency around membership categories, rates, usage statistics, and the rationale behind rules. This could address confusion and lack of awareness.

- **Consider introducing more flexible guest policies:** Some respondents suggested allowing members to bring the same guests more frequently than once every two months. This could help promote the club to potential new members.

- **Review eligibility criteria for discounts:** A few comments mentioned reviewing the criteria for discounted rates to ensure members still qualify and are paying appropriate rates based on their circumstances.

- **Accommodate modern family structures:** Suggestions were made to accommodate modern family structures and relationships, like single parents.

Specific family rates could provide more flexibility.

- **Increase accessibility for all abilities:** A couple of comments highlighted the need to ensure membership categories and facilities accommodate people with disabilities and additional needs. Some would like to see appropriately aged unaccompanied young people gaining greater access.

Overall, feedback emphasises fine-tuning categories to align with contemporary social norms and relationships, while continuing to ensure overall accessibility, flexibility and financial stability.

4.5 The 4 classes of Full Membership (ordinary, country, low income & life) are appropriate and should remain.

The 4 classes of Full Membership (ordinary, country, low income & life) are appropriate and should remain.

■ Totally Disagree ■ Disagree Somewhat ■ Unsure ■ Agree Somewhat ■ Totally Agree
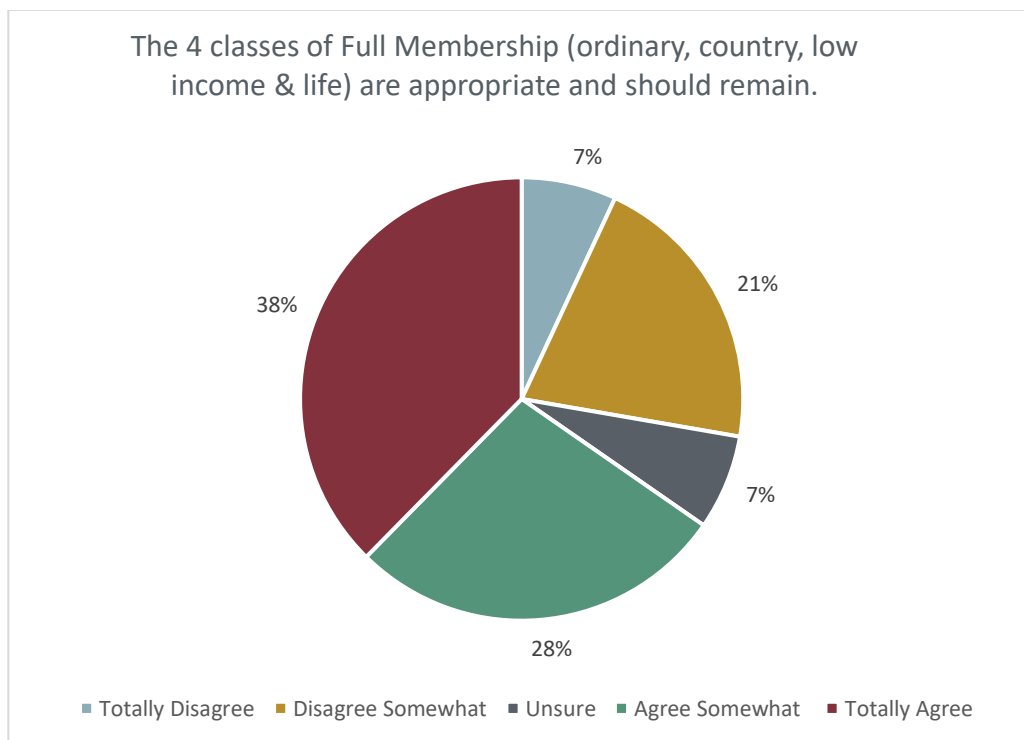
Respondents were asked to indicate their level of agreement/disagreement to the following statement: 'The 4 classes of **Full Membership** (ordinary, country, low income & life) are appropriate and should remain. The results obtained show the total degree of agreement to this statement being **66%** (38% 'totally agree' and 28% 'agree somewhat'). The combined level of disagreement to this statement is **28%** (7% 'totally disagree' and 21% 'disagree somewhat'). Those who are 'unsure' amount to 7%. The findings here demonstrate a majority in support of the current membership classes, however there is a significant minority who express the view that changes are required.
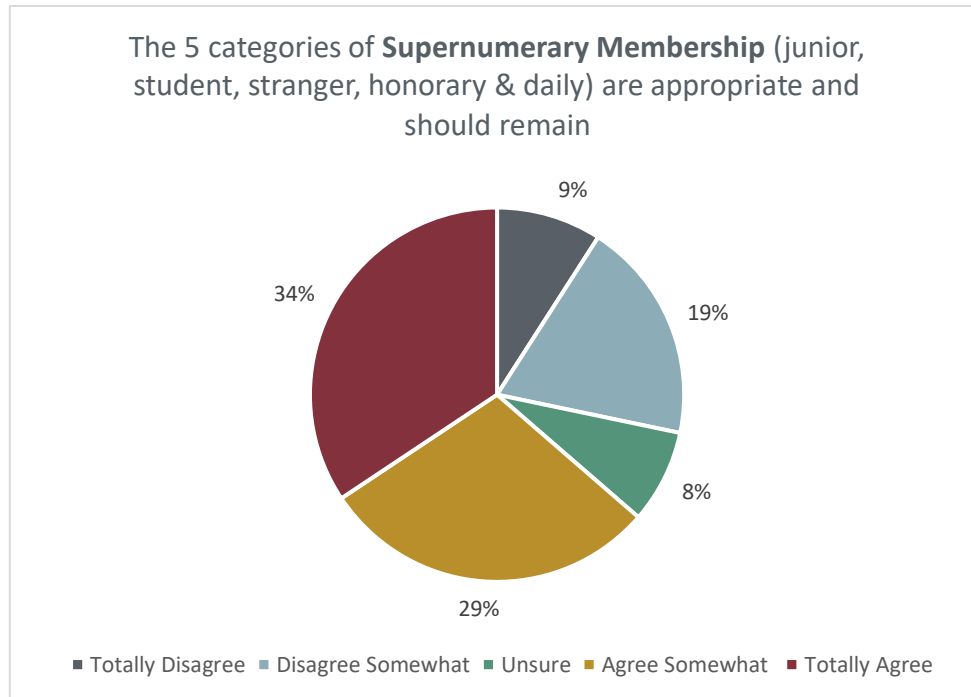
- There is overall support for having different membership categories to promote inclusivity, especially the low-income category. However, some specific categories like "country" and "life" memberships are questioned.

- The relevance and criteria of the "country" membership category are questioned by many, with a strong feeling that it is outdated. Suggestions include removing it, expanding the radius, or converting it to a different category.

- Some members expressed confusion over certain categories, desiring more transparency and information about membership classes like "life" membership. Some wondered if this class should continue.

- Simplifying and consolidating the number of categories is suggested by some, such as creating a broad "senior" category or removing redundant classes. Generally, there is much confusion compounded by the fact that the website does not reflect the categories in the Rules and Regulations.

- A number of respondents stressed the importance of reviewing eligibility for low-income membership as individual circumstances can change – in either direction.

- Many support periodically reviewing the membership categories to ensure they are fair, relevant and align with the club's needs. An open discussion on potential changes is called for by some respondents.

4.6 The 5 categories of Supernumerary Membership (junior, student, stranger, honorary & daily) are appropriate and should remain.

The 5 categories of **Supernumerary Membership** (junior, student, stranger, honorary & daily) are appropriate and should remain

9%

19%

34%

8%

29%

■ Totally Disagree ■ Disagree Somewhat ■ Unsure ■ Agree Somewhat ■ Totally Agree

With respect to **Supernumerary Membership**, the following statement was presented: 'The 5 categories of Supernumerary Membership (junior, student, stranger, honorary & daily) are appropriate and should remain. The results show the total degree of agreement to this statement being **63%** (34% 'totally agree' and 29% 'agree somewhat'). The combined level of disagreement to this statement is **28%** (9% 'totally disagree' and 19% 'disagree somewhat'). Those who are 'unsure' amount to **8%**. The majority of members who completed the survey are in favour of retaining the current Supernumerary Membership categories. A sizable minority are in favour of reviewing the current arrangements and seek amendments.

4.6.1 The many expressions for support of the current membership categories which work for many members can be summarised as follows:

- **Fairness and Inclusivity:** Membership categories are appreciated for ensuring fair access to the club.

- **Flexibility:** The current categories offer flexibility in subscription rates for different circumstances.

- **Support for the Community:** Some categories are seen as supportive of the local community, students, and visitors.

- **Historical Justification:** There is recognition that some categories have historical
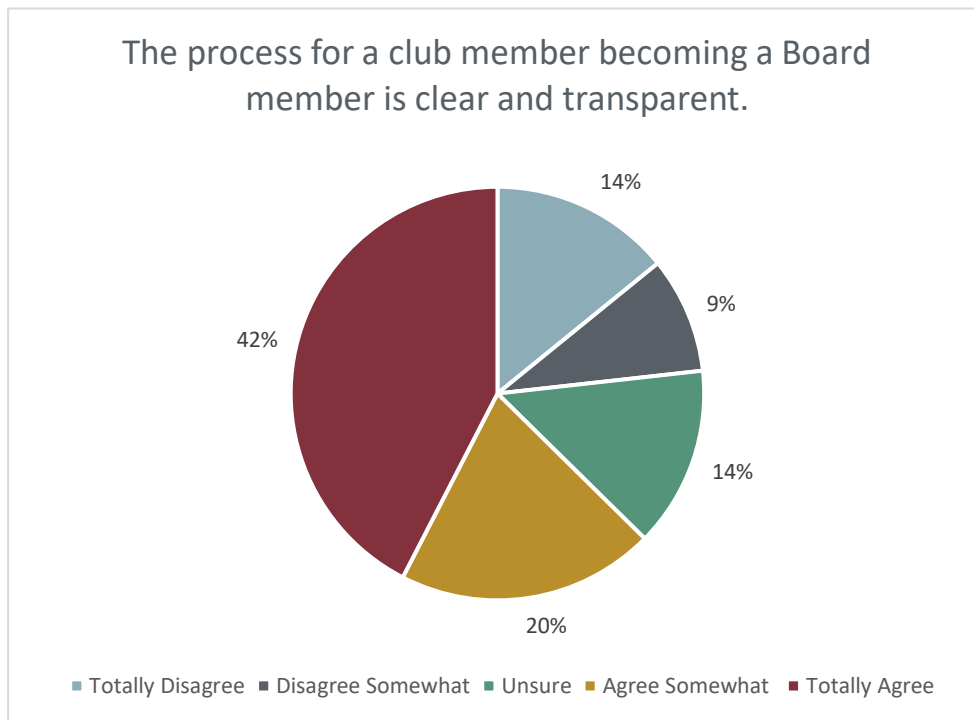
reasonings.

- **Encouraging Membership:** Certain categories, like junior and student, make club access more accessible to a broader range of individuals.

- **Visitor Clarification:** Respondents appreciate the visitor category but suggest clearer guidelines.

4.6.2   Suggestions for what could change can be summarised as follows:

- **Complexity and Clarity:** The membership structure is perceived as overly complex and unclear by many respondents, suggesting a need for simplification with a reduction in the number of categories. Of those that currently exist, there is a desire to define the differences between "stranger" and "country" memberships, as well as others for better understanding. In general, the rationale for any class of membership could benefit from a more clearly understood and articulated rationale.

- **Questionable Relevance:** Some suggest the need to question the relevance of different categories, wondering if in today's context some are deemed as potentially irrelevant. There is a call to consider renaming or re-evaluating classes of membership.

- **Honorary Membership:** Concerns are raised about the validity and potential abuse of honorary membership. Some recommend abolishing this category.

- **Student Category:** Some feel the student category discriminates against certain students based on distance or university. Some desire a review of criteria to ensure fairness.

- **Juvenile Membership:** A few suggest the introduction of a juvenile membership.

- **Student Voting Rights:** A number or respondents suggest consideration be given to granting voting rights to student members to address perceived discrimination.

- **Daily Membership Monitoring:** Some suggest the need to assess the necessity and usage impact of daily memberships.

- **Usage Assumptions:** There is a perceived need to re-evaluate assumptions about category usage, possibly gathering data to ensure alignment with actual needs.

4.7 The process for a club member becoming a Board member is clear and transparent.

The process for a club member becoming a Board member is clear and transparent.

- 14%
- 9%
- 42%
- 14%
- 20%

Totally Disagree ■ Disagree Somewhat ■ Unsure ■ Agree Somewhat ■ Totally Agree

Respondents were invited to express their view on the statement 'The process for a club member becoming a Board member is clear and transparent'. The survey findings show the total degree of agreement to this statement is **62%** (42% 'totally agree' and 20% 'agree somewhat'). The overall level of disagreement to this statement is **23%** (14% 'totally disagree' and 19% 'disagree somewhat'). Those number who are 'unsure' is **14%**. Whilst there is majority agreement that the process is clear there are some concerns, worthy of attention.

The comments concerning the process of members becoming Board members are contradictory.

4.7.1 The upsides of the process are perceived as:

- The process is well defined and outlined in the rules and regulations and is deemed by the majority to be clear and understood.

- The process seems standard and aligns with other organisations.

- Members can inquire if interested in joining the Board.

4.7.2 The downsides of the process are perceived as:

- The process lacks transparency, feels closed off to members and doesn't seem democratic.

- For some, process for nomination / voting of Board members is unclear and without transparency – 'there is no formal route to becoming a Board member'.

- There is a perception held by some some that only 'friends of the Board' can become new Board members.

- There is a perception that opportunities to join the Board are not well advertised or encouraged and the Board could exhibit a more 'welcoming attitude'.

- Members lack information about current Board members.

- Facilitating better communication between the Board and members – some feel the Board lacks visibility and wonder how they have the pulse of members.
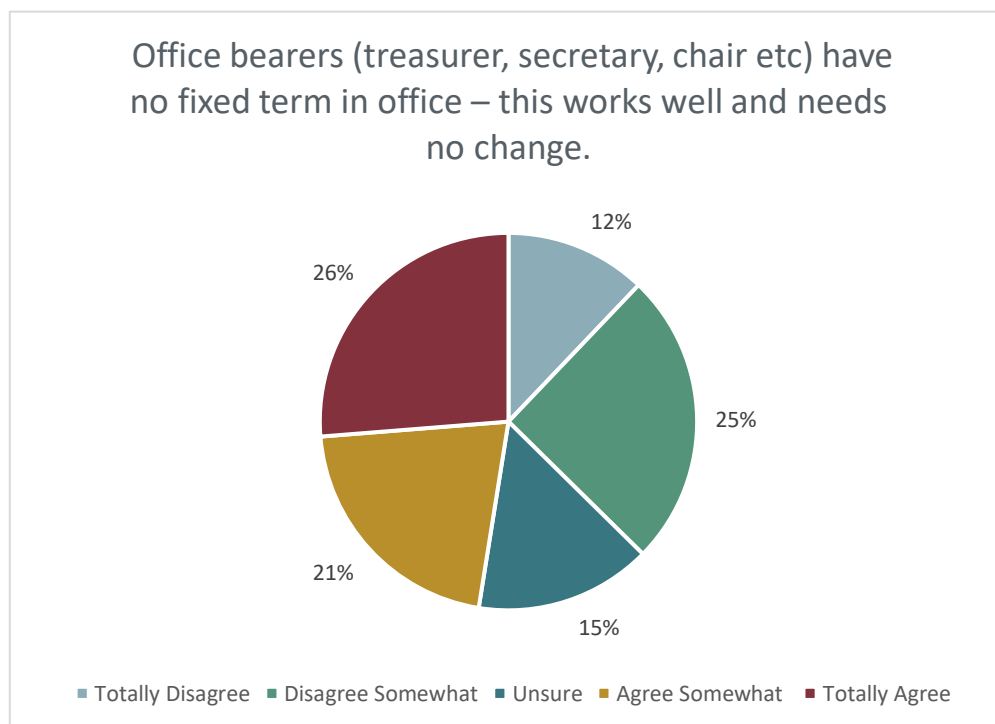
4.7.3 To make the process of becoming a Board Member better, some members suggest:

- Providing clear and transparent information about the process to become a Board member and making this much more accessible to members.

- Implementing a clearer and more transparent electoral process where members can easily vote for candidates.

- More rigorous adherence to the agreed process.

- Facilitating remote voting.

- Greater active encouragement of members to take on Board roles.

- Making application forms to join the Board readily available on the club's website.

- Publishing a list of potential candidates well in advance of the AGM with candidate images and an indication of their vision for the Club, outlined in 'manifestos'.

- Creating a mechanism for members to ask questions to Board candidates before elections.

- Expanding role descriptions and offering training to potential Board members in order to help increase confidence in those who might consider becoming Board members.

- Potential Board members could require a minimum period of membership before being eligible (3-5 years).

- Displaying current Board members' names and photos on a notice Board with number of years' service.

- Promoting inclusivity and making governance events more accessible.

4.8 Office bearers (treasurer, secretary, chair etc) have no fixed term in office – this works well and needs no change.

Office bearers (treasurer, secretary, chair etc) have no fixed term in office – this works well and needs no change.

12%

26%

25%

21%

15%

■ Totally Disagree ■ Disagree Somewhat ■ Unsure ■ Agree Somewhat ■ Totally Agree

Office bearers (treasurer, secretary, chair etc) have no fixed term in office – this works well and needs no change. The results conclude that the total degree of agreement to this statement is **47%** (26% 'totally agree' and 21% 'agree somewhat'). The overall amount of disagreement to this statement is **37%** (12% 'totally disagree' and 25% 'disagree somewhat'). Those number who are 'unsure' is 15%. The majority of respondents express a level of agreement to this statement but compared to previous statements, this demonstrates a relatively low degree of agreement. At the same time, this statement provokes the highest level of disagreement so far. Whilst there is majority in agreement that no fixed terms for office bearers needs no change, there is a significant cohort who disagree.

4.8.1   The comments affirming the current arrangements can be summarised as:

- Allows continuity for dedicated members and prevents positions being vacant.

- Works well currently and may be difficult to find replacements if there is too much churn.

- Consistency in recent years of Board members and their experience are valued – 'they have done a solid job', 'they are to be highly commended'.

- Flexibility to reappoint good office bearers is seen as beneficial.

- There is accountability of Board members through re-elections

4.8.2   Comments raising concerns about the current arrangements can be summarised as:

- Lack of democracy, accountability and new perspectives if Board members continue for extended periods.

- Potential for stagnation, complacency and consolidation of power.

- Not aligned with good governance practices found elsewhere.

- Limits the need and opportunities for other members to take on Board roles.

- Unclear processes for appointment, reappointment and removal.

4.8.3   With respect to term of office, some suggestions include:

- Consider introducing fixed terms for office bearers, such as 3-5 years – of those who expressed an opinion on the term of office, the majority prefer a fixed term.

- Allow reappointment for additional terms, but cap maximum length of service.

- Stagger terms to allow partial Board refreshment each year.

- Introduce clearer processes for appointment, reappointment and removal.

- Balance continuity with injection of new perspectives and skills over time.

4.9 The number of Board members required to form a quorum is 4. (A quorum is the minimum number of Board members needed to conduct Board business.)

A quorum of 4 Board members works well in facilitating the running of the club.

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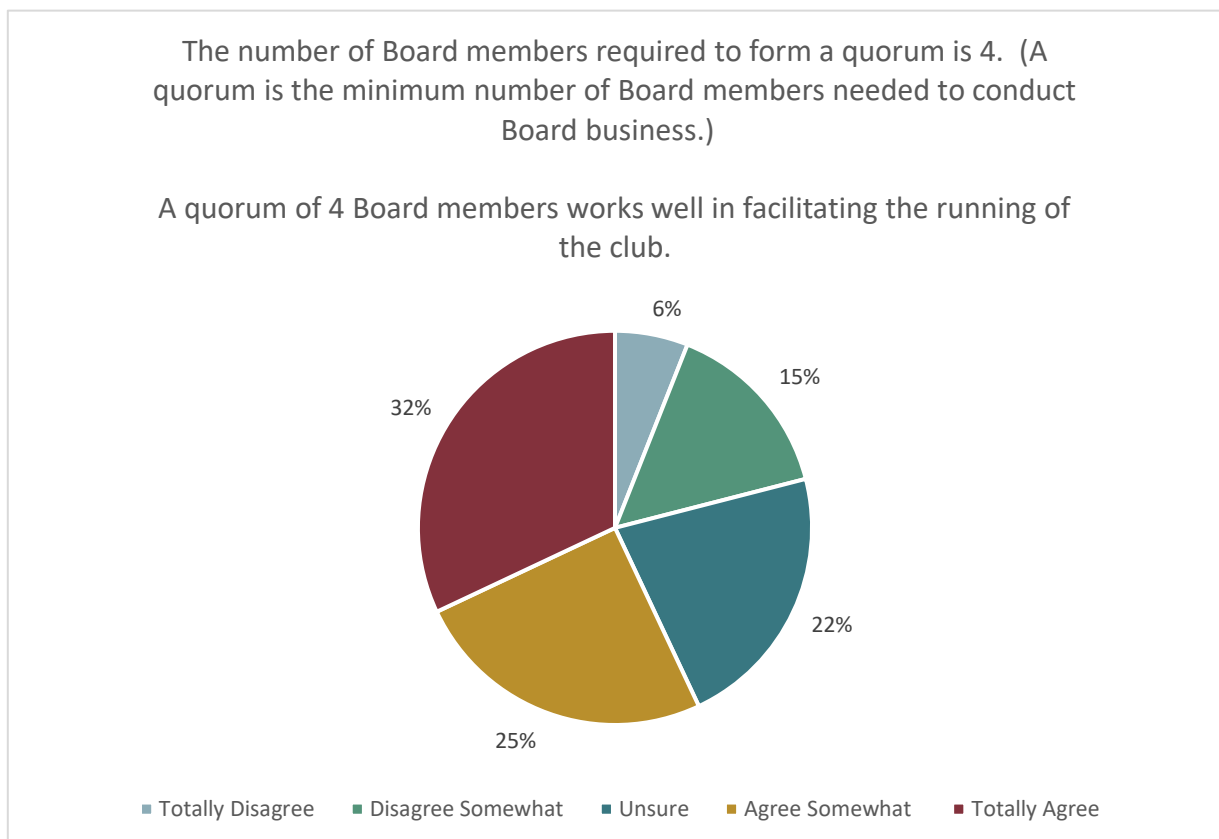
When invited to state their views on the statement, 'A quorum of 4 Board members works well in facilitating the running of the club', the following results were obtained. Those who expressed a level of agreement to this statement amounted to **57%** (32% 'totally agree' and 25% 'agree somewhat'). The overall amount of disagreement to this statement is **21%** (6% 'totally disagree' and 15% 'disagree somewhat'). The number who are 'unsure' is 22%. The majority of club members seem content with the current requirement of 4 members forming a quorum. Just over 1/5 have concerns they seek to be addressed.

4.9.1 The comments affirming the current arrangements can be summarised as:

- Many respondents agree that 4 is a reasonable quorum for the size of the Board. They feel it facilitates efficient decision making.

- Several note that this number seems to have worked well so far without issue.

- Some point out that a higher quorum could make it difficult to conduct urgent business.

- A few respondents highlight that this reflects standard governance practices.

- Some believe it is democratic and gives the Board flexibility to operate.

4.9.2 Comments raising concerns about the current arrangements can be summarised as:

- 21% of respondents feel 4 is too low and could allow a small minority to control decisions.

- Some argue an odd number would be better to avoid split decisions.

- A few note it is a very small proportion of the total membership.

- Several feel major decisions should require more Board members present.

- There is some worry it enables a faction or clique to dominate.

4.9.3 Suggestions for change include:
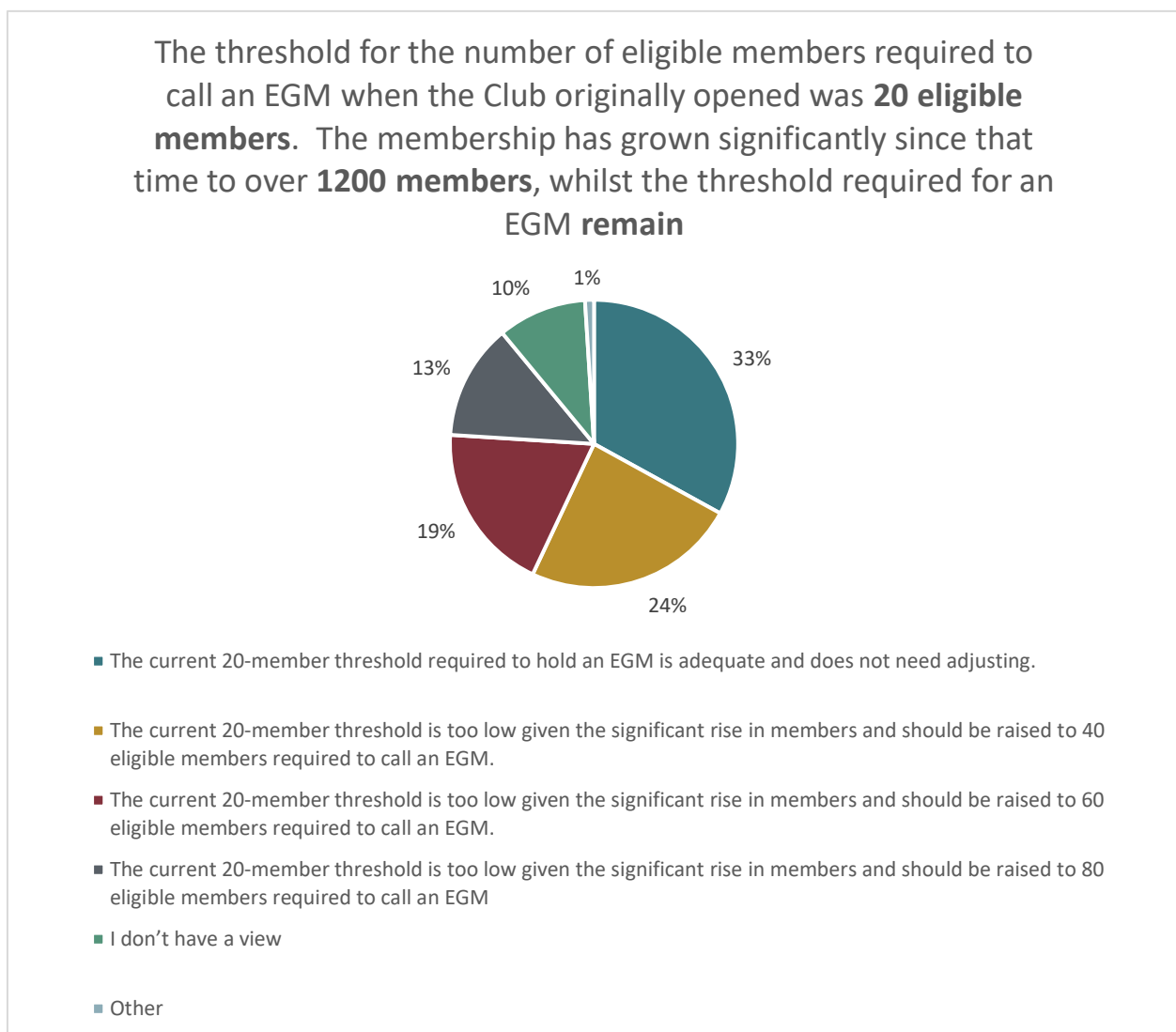
- Consider increasing the quorum to 5 or 6 or even 50% of the Board to require broader representation.

- Require certain major decisions to have a higher quorum threshold.

- Ensure quorum comprises diverse Board members, not only office bearers.

- Consult wider membership on major decisions even if quorum met.

- Review quorum as Board size changes to maintain proportional representation.

4.10 Extraordinary General Meeting threshold.

Survey respondents were asked to give their preferred options with respect to possible changes to the threshold required to trigger an EGM. The survey presented the following and the results obtained are presented below:

'The threshold for the number of eligible members required to call an EGM when the Club originally opened was 20 eligible members. The membership has grown significantly since that time to over 1200 members, whilst the threshold required for an EGM remains at 20 eligible members. Choose the statement that best reflects your view on possible changes to the EGM threshold:

The threshold for the number of eligible members required to call an EGM when the Club originally opened was **20 eligible members**. The membership has grown significantly since that time to over **1200 members**, whilst the threshold required for an EGM **remain**

- 33%
- 24%
- 19%
- 13%
- 10%
- 1%

■ The current 20-member threshold required to hold an EGM is adequate and does not need adjusting.

■ The current 20-member threshold is too low given the significant rise in members and should be raised to 40 eligible members required to call an EGM.

■ The current 20-member threshold is too low given the significant rise in members and should be raised to 60 eligible members required to call an EGM.

■ The current 20-member threshold is too low given the significant rise in members and should be raised to 80 eligible members required to call an EGM

■ I don't have a view

■ Other

There is a diversity of opinions among the respondents, with some advocating for an increase in the threshold, some supporting the current threshold, and others expressing no clear preference. The results show that the majority of respondents see 20 as too low with 56% preferring some kind of increase (with no clear alignment as to what the increase should be).

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