



Maleny Golf Club

Governance/ Management Manual

Version 4 – June 2019

Maleny Golf Club Inc. Management Manual

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Preface - Course Design Philosophy

This document has been produced to describe the original design philosophy of the golf course. Any structural alterations to the course will first require the majority agreement of the Management Committee as per the protocol in Appendix 6.

The original intent of the Management Committee was to lay the Maleny Golf Course over the existing terrain with minimal disturbance to the natural landscape. The main areas for earthworks would be the greens and tees with the fairways mown over the existing contours. It was agreed that the greens would be of a high standard and the tees would be built using the natural red soil and existing kikuyu on site. It was to be a “Minimalist” golf course where there would be a strong relationship between the natural environment and the built environment resulting in the course blending into the surrounding landscape; a golf course which would be less expensive to construct, less costly to maintain, environmentally friendly and one that would be more aesthetically pleasing to the eye.

The club was then gifted an example of this minimalist approach in the form of the Machrihanish Dunes Golf Course in Scotland which shares much in common with Maleny Golf Club. It was built over old pasture land with a small construction budget and faced some of the toughest environmental regulations within the EU. It was opened in 2009 as “the way golf began” and is rated regularly as one of Scotland's better golf courses. This approach to course design and construction was then agreed to by the Management Committee at the time.

A golf course architect, Graham Papworth of GNP Golf Design Pty. Ltd., was commissioned by the Management Committee to produce a golf course master plan and later detailed drawings of the first nine greens which were designed as “links-style greens” with revetted bunkers complementing the selected minimalist style. The Management Committee agreed to retain the natural openness on course and to not plant between fairways giving golfers more options in the playing of these holes with the added bonus of a substantial saving to our maintenance budget. As nearly all golf courses on the Sunshine Coast are parkland-style courses, Maleny would have “a slice of Scotland” with a unique niche in the local market. The minimalist design requires strategy in the playing as well as skill, but also gives the average player a chance at making a par or better.

In summary, the design philosophy of the golf course is as follows:

- Minimalist style to complement the natural environment with savings on initial construction costs and regular maintenance costs including labour.
- Retention of the open style to give players at all levels more options when playing shots.
- Protection of the unique natural character and environment of the golf course.
- Maintain the unimpeded vistas from the clubhouse overlooking the course.
- Safeguard the original design intent of the golf course architect, Graham Papworth.

The natural beauty of the golf course has been preserved, natural hazards have been utilised and anything artificial kept to a minimum resulting in a rustic golf course which looks as though it had been built by nature. As in the original Scottish golf courses built on old pasture land like Maleny you don't always get good bounces, good lies and true putts, but your golfing creativity will be challenged. As the saying goes “the fairways aren't always fair, the greens aren't always green, but the game is golf, so grab your sticks and discover ***golf as it was meant to be.***”

Compiled May 2016

Maleny Golf Club Management/Governance Manual – May 2019

1. Purpose of the Management Manual

The purpose of the governance manual is to outline significant policies; and the role, procedures and accountabilities of the management structure of the Maleny Golf club Inc. to existing and newly elected members of the Management Committee and to the wider membership of Maleny Golf Club Inc.

2. Maleny Golf Club Inc

Maleny Golf Club is an Incorporated Association.

Incorporation is a method of registration that gives an association legal advantage, in return for accepting certain legal responsibilities. It becomes a legally separate entity with the same powers as an individual and can own land, sign a lease and appear in court.

An incorporated association and its members are legally separate. Under normal circumstances, it provides protection to the members of the Management Committee, and any other committee formed by the Management Committee from personal liability for their actions, provided those actions are carried out in good faith and with due diligence.

Maleny Golf Club Inc must comply with both the *Associations Incorporation Act 1981* and *Associations Incorporation Regulation 1999*. The Club's financial affairs must be audited or verified annually and financial statements lodged. Any member of the public can access copies of the documents that are required to be provided to the Office of Fair Trading, including a copy of your association's rules, annual returns and financial statements.

All incorporated associations must have a set of operating rules. These rules are known as the Maleny Golf Club Inc Constitution. This written set of rules outlines the Club's operations, its members' rights, how the management committee is elected and operates and how meetings will be run.

3. Club Strategic Plan (Abridged)

OUR VISION for Maleny Golf Club Inc.

A strong viable Golf Club with a quality 18 hole community golf course.

PURPOSE

To provide and promote a vibrant and viable Golf Club for the enjoyment of our members, the Maleny Community and Hinterland visitors

VALUES

Welcoming, Friendly, Respectful and Responsible

STRATEGIC PRIORITIES

- Club viability
- Participation
- Course quality
- Member services

- Community engagement

REVIEW

Progress towards Strategic priorities and performance measures are monitored quarterly by the Management Committee. An annual review is undertaken in conjunction with the member survey. The results of the annual review and member survey are reported at the annual general meeting.

4. Management Committee

The members of the Maleny Golf Club Inc must elect a Management Committee according to the rules in the Constitution, under the rules of an incorporated association,

The Management Committee has the responsibility for the management of the Club and must manage its affairs according to the Constitution and all regulatory requirements. The Management Committee is ultimately responsible to the members for the operation of Maleny Golf Club.

Management Committee decisions are binding on all members of the Management Committee

5. Members of the Management Committee

As per Appendix 5

6. Role of the Management Committee

The Management Committee must ensure the Club identifies itself correctly by:

- Nominating and maintaining a physical address in Queensland for serving documents (this cannot be a post office box);
- Making sure the association's full name and ABN appears on all official documents, such as: advertising, all correspondence, accounts, official notices, publications, cheques, and receipts.

The committee must manage the Club's affairs by:

- Setting the Vision, Strategy, Objectives and short and long term Goals;
- Striving for a culture of openness, honesty and ethics in all activities;
- Ensuring that audited annual financial statements are prepared and endorsed for submission to members at the AGM for approval annually;
- Clearly stating responsibilities of key people and monitoring their performance;
- Monitoring the performance of the club against agreed goals;
- Ensuring current plans and actions provide for continuity;
- Setting Annual Membership Fees, Playing Fees; Buggy hire fees and any other fees
- Communicating with members and other stakeholders;

- Complying with the constitution, policies, laws and regulations;
- Keeping proper records of all transactions and the financial position of the Club;
- Specifying the delegation of the chair, executive officer (whether paid or volunteer) and committee;
- Providing leadership, planning, club control and succession;
- Monitoring the performance of management and the volunteer team;
- Monitoring the performance of the club against the agreed goals;
- Ensuring current plans and actions provide for the club's continuity;
- Managing communication with members, key external stakeholders including local government;
- Identifying risks and developing plans to manage these risks;
- Clearly identifying the Governance Structure to manage Club activities;
- Undertaking a regular reviews of the Club's governance structure;
- Developing and implementing a succession-planning programme;
- Ensuring public liability insurance is up to date;
- Registering the Club's interests in land;
- Determining the number of members on the Management Committee, other than President, Vice-president, Secretary and Treasurer (which are mandatory).

7. Selection and Appointment of Management Committee members

The committee must be elected at a general meeting (usually the AGM) and in accordance with the Maleny Golf Club Inc Constitution.

Candidates must be nominated by Members. Election may be by show of hands or by written ballot. Ballot papers should be collected and counted by two members who are appointed by the meeting for that purpose, and the results announced to the meeting.

In the event of a casual vacancy, the Management Committee shall seek advice identifying likely Club members to fill the vacant position until the following AGM.

A member agreeing to stand for election to the Management Committee should be making a commitment to serve for at least 3 years (subject to annual re-election) to provide continuity on the Management Committee.

Ideally Management Committee members will have collectively a range of skills of such as; golf knowledge, finance, communications, marketing, hospitality, governance, legal, and project management and information technology.

8. Management Committee Composition and Desired Skills

The Management Committee comprises a President, Vice-president, Secretary, Treasurer and Captain and up to 5 committee members.

The Management Committee should comprise people with appropriate range of skills including.

- the ability to think strategically;
- good communication skills;

- a workable knowledge of financial management;
- an ability to understand member issues and relate to stakeholders;
- ethical, honest and trustworthy behaviour;
- the ability to contribute as a team player: and
- prepared to put in the time required.

9. The Role of Management Committee members

One of the advantages of being incorporated is that personal liability is limited. However, management committee members still have a duty to the Club. This means individuals may be held accountable if they:

- deliberately fail to act in the best interests of the Club;
- abuse their powers as committee members;
- fail to avoid conflict of interests;
- fail to exercise due care, skill and diligence.

Management Committee members must act in the Club's best interests by:

- acting in good faith at all times
- using reasonable care and skill while carrying out their duties
- attending monthly meetings of the Management Committee, the AGM and other special meetings where possible.
- contributing actively to the discussion and decision making processes
- pre-reading papers prepared for meetings
- being prepared to Chair or participate on Committees if requested to do so.
- advising the committee if they have a possible conflict of interest (such as if a proposed action will financially benefit them)
- not making false or misleading statements to the Club's members;
- positively promoting the best interests of the Club to members, visitors and the community;
- bringing any matters of relevance to the committee's attention;
- avoiding gossip, innuendo and misinformation.

10. Management Committee Office Bearers Responsibilities

President

The main role of the President is leadership, both internally to members and externally to the wider golfing community and to the community in general.

The President is the principal representative of the Club.

The President is Chair of General Meetings and an ex officio member of all other committees.

The President must ensure effective governance in all aspects of the Club's affairs according to its Constitution.

The President is the Club's media spokesperson.

The President is responsible for the general supervision of the club

Vice-President

The role of the Vice-President is to chair the Management Committee, deputise for the President and assist the President as required.

Oversight the design, construction and landscaping of the course and plan the future development of the club house.

Ensure the membership of the Management Committee is balanced and discussion is open, and includes all committee members.

It is also the Vice-President's responsibility to ensure that relevant issues are included in the agenda and that all committee members receive timely information for meetings.

The Vice-President should promote teamwork, encourage initiative, ensures decisions are in the best interests of the club.

Specific Duties of President and Vice-President:

The President and Vice-President should:

- Understand legal and procedural requirements for meetings;
- Determine the meeting is properly convened and constituted;
- Understand the business and objects of the meeting;
- Preserve order in the conduct of those present;
- Confine discussions within the scope of the meeting and timelines;
- Decide whether proposed motions and amendments are in order;
- Decide points of order and other incidental matters;
- Handle all matters in an impartial manner;
- Adjourn the meeting when justified.

Treasurer

The Treasurer is primarily responsible to the Management Committee for management of the financial affairs of the Club, including control of all income and expenditure of the club, overseeing the financial operation and safeguarding the club's assets.

Specific responsibilities:

- Ensure that the accounting records are adequately maintained to comply with statutory requirements and club needs.
- Establish procedures for the receipt of income, including cash, and processes for approving all budgeted expenditure.
- Prepare monthly financial statements reporting against approved expenditure. Report any variance to budget.

- Ensure that a financial strategy policy is established, approved by the board/committee and adhered to.
- Ensure that capital expenditure is authorised in accordance with budget and policy.
- Ensure that annual and/or project financial budgets are prepared and approved by the board/committee, on an annual and long term basis, to meet the club's governance and planning needs.
- Report the club's financial position to members at the AGM;
- Ensure that a suitable accounting system is in place that is adequate for the club's needs;
- In conjunction with the club's auditors, ensure that the annual financial statements are prepared to satisfy the club's statutory reporting requirements.
- Ensure that the club's operating and capital requirements are adequately provided for, whilst maintaining a medium to long-term view on cash reserves and future capital requirements;
- Ensure that any excess funds are invested efficiently, in accordance with the club's investment guidelines.
- Ensure all club assets are properly recorded in an Asset Register and adequately secured.
- Ensure that all club assets and risks are adequately assessed and insured as necessary.
- Recommend to the Mgt Com, membership fees, subscriptions, green fees, competition fees and other charges;
- Monitor the pricing, purchasing and profit returns from all activities.
- Oversee that adequate internal controls exist to ensure that income and expenditure is properly recorded and controlled.
- Ensure that all statutory records are properly maintained, and all employees (if applicable) are adequately remunerated in accordance with statutory requirements and common practice;
- Ensure that the club meets all employment obligations including Work Cover and Superannuation requirements.
- Oversee that all taxes are promptly remitted, in accordance with legislative requirements and timetables.
- Ensure that the annual independent audit process is conducted in a timely manner.

Key Skills

- Financial background and ability to prepare financial reports and records on a Cloud based system.
- Awareness of accounting procedures and policies;
- Able to work in a logical and orderly manner;
- Presentation skills.

Secretary

The Secretary is primarily responsible for managing the records of the Club.

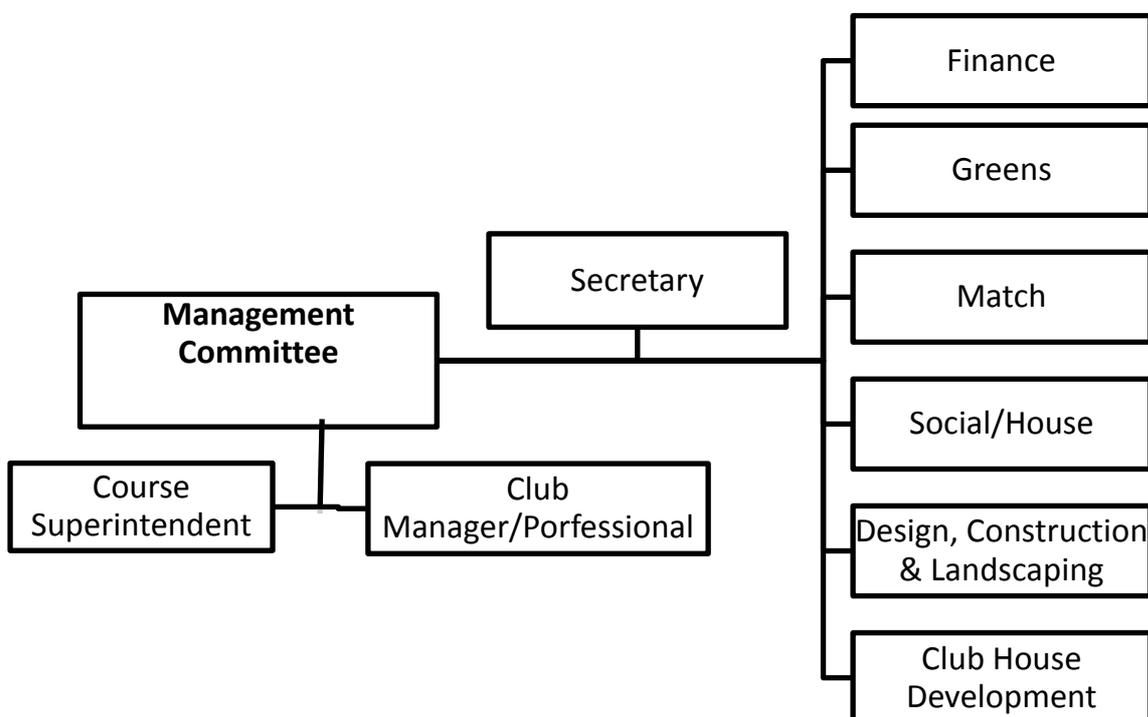
The secretary's duties include:

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- Send and receive letters, emails or other documents
- Advise the president or treasurer about urgent matters that arise from correspondence or other documents
- Accept nominations for the committee.
- Advise members about meeting times and dates.
- Arrange the venue
- Preparation of Meeting Agenda and its timely circulation prior to the meeting
- Gather and present relevant documents for meetings
- Take and keep of minutes of all Management Committee and General Meetings
- Ensure the minutes are available to members of the Management Committee and members on request
- Security of Club documents
- Maintain a Register of all members
- Ensure new members are sent advice of their admission and welcome to the Club.
- Ensure the Office of Fair Trading is kept informed of
 - office bearers (president, treasurer or secretary);
 - the Club's postal address; and
 - the secretary's residential address.
- Ensure a list of reciprocal clubs is available in the club house to meet Office of liquor and Gaming Regulations requirements.
- Forward the annual report to Qld Office of Fair Trading and to Golf Queensland

11. Governance Structure

The Management Committee has adopted the following management/governance structure which sets out the relationship between the various committees formed by the Management Committee to conducts its business and manages the Club activities and operations.



The Management Committee, with the help of its sub-committees, develops policies to guide the volunteers and manager(s). These policies represent the “voice of the committee” to the responsible volunteers and manager(s) the staff and the members.

In setting the implementation of these committee policies, the responsible volunteers and manager(s) may delegate with the aid of operating procedures.

12. The Establishment and Role of Sub-committees

Under its Constitution, the Management Committee of the Maleny Golf Club Inc may delegate the whole or part of its powers to subcommittees consisting of the members considered appropriate by the committee. A subcommittee may only exercise delegated powers in the way the Management Committee decides.

Specialist sub-committees are designed to carry out the day to day activities in their specific area and are established to capitalise upon specialist skills of personnel willing to contribute their time and expertise to the club. The Management Committee will determine what Sub-committees are required, their scope, responsibilities, accountabilities and membership. Sub-committee roles and member composition will change from time to time at the discretion of the Management Committee.

The size of sub-committees can vary according to need. A sub-committee should be large enough to capture sufficient skills and experience, but not so large that the effectiveness of decision-making is impaired. Sub-committees are to report in writing to the Management Committee usually monthly but no less than quarterly, regarding their area of responsibility, budget status, planning and progress.

Sub-committees will have Terms of Reference (TOR), agreed to by the Management Committee which specifically sets their scope of work, roles and responsibilities. The TOR should clearly identify and state the dividing line between the role and responsibilities of the sub-committee and those of management.

13. Sub-Committees; their duties and responsibilities.

The function, responsibilities and composition of any sub-committee may change from time to time at the discretion of the Management Committee, (but in consultation with the chair of the relevant sub-committee), to suit the needs of the course, environment, golf operations and the club.

- The Chair of each Sub-committee should ideally, but not necessarily, be a member of the Management Committee. Members of Sub-committees will be appointed (co-opted) for their skills appropriate to the duties of that particular Sub-committee.
- Each sub-committee must have a Purpose Statement, and Action Plan and Budget, that is a living document to be reviewed at each committee meeting.
- Each sub-committee must operate within approved budget limits set by the Management Committee

The Management Committee of the Maleny Golf Club Inc has formed Sub-committees in the following areas:

- Finance
- Design, Construction and Landscaping
- Greens and Environment
- Match
- Social/House
- Club House Development

A. Finance Sub Committee

Purpose:

Financial Statements - reviews the Club's financial statements, the effectiveness and compliance with accounting policies and standards and adequacy of disclosures.

Compliance – ensures an effective compliance program covering, but not limited to, the Club's statutory obligations (including occupational health and safety laws and trade practices laws) and formal written policies (including code of business conduct).

Appointment of External Auditor – reviews the auditors' performance, the professional independence of the auditors, audit policies, procedures and reports, acts as a direct link between the Committee and the auditors.

The Committee reviews the performance of the external auditor annually, and can recommend to the Committee any changes to the appointment it deems appropriate. The external auditor may attend General Meetings and may be available to answer questions from members about the conduct of the audit and the preparation and content of the audit report and the Club's accounts. Members at the AGM ratify the reappointment of the auditor.

Investment - The committee reviews matters relating to the investment of assets in line with Management Committee policy. The Committee may obtain advice from external investment advisor to ensure that the Club's investments are appropriate.

Membership: As per Appendix 5

Responsibilities

- Produce forward plans and budgets for proper MGC financial management that meet the needs of the Management Committee and statutory obligations
- Produce a fund-raising strategy incorporating the staged development of the golf course
- Produce recommendations for the level of membership subscription income and other course revenues each year
- Produce monthly reports highlighting progress against plan of all club activities
- Negotiate with suppliers, contractors and other third parties for the supply of goods and services to the MGC
- Negotiate with sponsors and others for the provision of long term support to the MGC

- Develop internal controls to ensure all club funds are accounted for.
- Regularly review the club's investments and make recommendations on Changes deemed necessary.

Frequency of meetings

Monthly unless it is clear a meeting is not needed.

Authority: The Finance Sub Committee was formed and operates via a delegation of authority of the Management Committee, in accordance with the Club's Constitution (Section 12). Under the rules of incorporation, the members of the sub-committee are protected from personal liability for their actions, provided those actions are carried out in good faith and with due diligence (Section 2 & 9).

The subcommittee will conduct the day to day activities of the Club within the areas of responsibility and budget as designated by the Management Committee and report monthly on activities to the Management Committee. Decisions outside the delegated areas of responsibility and budget must be referred to the Management Committee.

B. Design, Construction and Landscaping Sub Committee

Purpose: To design and build a high-quality community 18 hole golf course, including: landscaping and gardens, maintenance facilities and practice facilities

Membership: As per Appendix 5.

Note, this Sub-committee will require strong linkages to the Finance Sub-committee and Greens and Environment Sub-Committee.

Frequency of Meetings: Monthly in Pattermore House, but it will require more frequent meetings as the needs arise. It will provide a progress report and make recommendations on key activities to each Management Committee meeting.

Responsibilities:

Design

- Manage, coordinate, evaluate and liaise with the course designer
- Manage the design costs
- Review the design products and issues as approved

Liaison

- Liaise with other MC Sub-committees especially Finance, Greens and Match Sub-committees
- Liaise with associated leaseholders, stakeholders and providers of services and technical expertise

Coordination

- Coordinate volunteer, contractors, design input set out, materials and adjoining leaseholders

Construction

- Develop budgets for Works and Seek Approval from the MGC Committee prior to commitment.
- Manage the implementation of the works, select contractors, supervise as required, and authorize payments as required against approved Budgets.
- Ensure funds are available to meet construction expenditures prior to starting each phase.

Programming

- Maintain a program for the development of the course and report status as required

Authority: The Design, Construction and Landscaping Sub Committee was formed and operates via a delegation of authority of the Management Committee, in accordance with the Club's Constitution (Section 12). Under the rules of incorporation, the members of the sub-committee are protected from personal liability for their actions, provided those actions are carried out in good faith and with due diligence (Section 2 & 9).

The subcommittee will conduct the day to day activities of the Club within the areas of responsibility and budget as designated by the Management Committee and report monthly on activities to the Management Committee. Decisions outside the delegated areas of responsibility and budget must be referred to the Management Committee.

C. Greens & Environment Sub Committee

Purpose: The Greens Committee has the responsibility of overseeing the management of all areas of the golf course excluding the clubhouse, pro shop and car park. The committee will set strategies and goals for the golf course to progressively improve the golfing facilities for members and visitors while maintaining the unique character & design of the Maleny golf course. The committee will assist the Superintendent Greenkeeper in an advisory, budgetary & policy-making capacity.

Membership: As per Appendix 5.

Frequency of Meetings: Monthly or when a special meeting is required which may include other Management Committee Members as needed e.g. Club Captain, President or Treasurer.

Responsibilities:

- Golf Course presentation including maintenance & improvements to all playing surfaces, plantings, gardens, on-course signage, on-course furniture and any future alterations or reconstructions.
- Development & preparation of the Annual Budget and Strategic Plan for the maintenance & improvement of the golf course and the maintenance & acquisition of tools & machinery.
- Development of a long-term plan for the maintenance of the golf course, machinery replacement, with the implementation of a 5 year rolling plan for both.
- Continued management & compliance of the club's Recycled Water Plan.

- Oversee the continued development & compliance of the club's Environment Management System (EPAR).
- Supervise volunteer labour on course and ensure compliance under the Workplace Health & Safety Management System (WHSMS).
- Maintain a program of keeping the club membership informed in advance of any course maintenance or construction work which affects playing conditions.

Authority: The Greens and Environment Sub Committee was formed and operates via a delegation of authority of the Management Committee, in accordance with the Club's Constitution.(Section 12) Under the rules of incorporation, the members of the sub-committee are protected from personal liability for their actions, provided those actions are carried out in good faith and with due diligence.(Section 2 & 9)

The subcommittee will conduct the day to day activities of the Club within the areas of responsibility and budget as designated by the Management Committee and report monthly on activities to the Management Committee. Decisions outside the delegated areas of responsibility and budget must be referred to the Management Committee.

The Greens and Environment Sub Committee, in conjunction with the Club Captain have the authority to close the golf course at any time because of adverse weather or turf conditions. This includes authority to prohibit the use of golf carts when conditions justify.

D. Match Sub Committee:

Purpose: Organise and manage fairly a variety of weekly and annual inter club (eventually intra-club) competitions for members and visitors, to allocate appropriate prizes and generally monitor that players are aware of and follow correct rules and procedures in relation to competition play.

Members: As per Appendix 5.

Frequency of Meetings: Monthly but more frequent when planning major events.

Responsibilities:

- Prepare a calendar of events for the running of competitions for a golfing programme including times and conditions of play with the aim to have a comprehensive selection of games to suit all players of varying abilities.
- Set the date and format of Club Championships.
- Set Local Rules as per Rules of Golf, pertaining to our course.
- Resolve any disputes in relation to the Rules of Golf, the Club's local rules and Conditions of play.
- Increase the number of competitors in our events, encouraging new members to feel comfortable to play with any member of the Club.
- Ensure members and visitors are given opportunities at appropriate times to compete and enjoy a variety of golf competitions while ensuring that the rules and etiquette of golf are followed at all times so our club is promoted in a positive light.
- Encourage the development of Perpetual Trophies for Club Championship events, sponsored by the club and retained in the clubhouse.

- Work with the Finance and Fund-Raising Subcommittee to find sponsorship for minor events as with the Monthly Medal by Maleny Property Rental.

Authority: The Match Sub Committee was formed and operates via a delegation of authority of the Management Committee, in accordance with the Club's Constitution.(Section 12) Under the rules of incorporation, the members of the sub-committee are protected from personal liability for their actions, provided those actions are carried out in good faith and with due diligence.(Section 2 & 9)

The subcommittee will conduct the day to day activities of the Club within the areas of responsibility and budget as designated by the Management Committee and report monthly on activities to the Management Committee. Decisions outside the delegated areas of responsibility and budget must be referred to the Management Committee.

E. Social/House Sub Committee

Purpose: Oversee all aspects of club's social calendar and the maintenance of the clubhouse and associated areas, inclusive of clubhouse surrounds.

Specific Responsibilities:

- Plan, promote, and conduct a diverse social programme for the benefit of members and guests to include:
 - A program of social activities in support of the Club's competitions.
 - A program of social activities for the club membership as a whole.
- Ensure that the clubhouse buildings, fixtures and fittings, and clubhouse surrounds are maintained in suitable condition.
- Recommend a capital and maintenance budget on an annual basis.
- Ensure that safe work environment is maintained.
- Oversee the dress standards of the club.
- When given detail of social catering events by the Maleny Golf Club Manager the catering team will plan, perform and accomplish catering duties to all of the agreed scope and standards as set down by internal management and outside regulatory requirements.

Membership: As per Appendix 5.

With the Management Committee's endorsement, the Chair of the House/Social subcommittee may invite others members onto the subcommittee as required.

Frequency of meetings: Meetings will be held monthly or as required by the Chairman.

Authority: The House/Social Sub Committee was formed and operates via a delegation of authority of the Management Committee, in accordance with the Club's Constitution (Section 12). Under the rules of incorporation, the members of the sub-committee are protected from personal liability for their actions, provided those actions are carried out in good faith and with due diligence (Section 2 & 9).

The subcommittee will conduct the day to day activities of the Club within the areas of responsibility and budget as designated by the Management Committee and report monthly on activities to the Management Committee. Decisions outside the delegated areas of responsibility and budget must be referred to the Management Committee.

D. Club House Development Sub-Committee

Purpose: Oversee all aspects associated with the design, funding and building of a permanent club house

Specific Responsibilities:

- Complete a concept design for a permanent club house
- Commission the drafting of plans for the club house
- Engage a quantity surveyor to determine the approximate cost of the building
- Explore opportunities to finance the building of the permanent club house.

Membership: As per Appendix 5.

With the Management Committee's endorsement, the Chair of the Club House Development subcommittee may invite others members onto the subcommittee as required.

Frequency of meetings: Meetings will be held monthly or as required by the Chairman.

Authority: The Club House Development Sub Committee was formed and operates via a delegation of authority of the Management Committee, in accordance with the Club's Constitution (Section 12). Under the rules of incorporation, the members of the sub-committee are protected from personal liability for their actions, provided those actions are carried out in good faith and with due diligence (Section 2 & 9).

The subcommittee will conduct the activities of the Club within the areas of responsibility and budget as designated by the Management Committee and report monthly on activities to the Management Committee. Decisions outside the delegated areas of responsibility and budget must be referred to the Management Committee.

14. Operational Management Responsibilities

In the short term it is anticipated that the club will have two people responsible for day to day operations

1. Golf Club Manager

Specific Responsibilities

1 Marketing and Communications

- Assist with the development and implementation plan and budget as agreed to by the Management Committee.

- Communicate with local and district business associations to market the Club.
- Initiate advertisements and articles for local media, social organisations and business outlets.
- Assist sub committees with the planning and implementation of major events to promote the Club.
- Attend subcommittee meetings and provide feedback as required.

2 Volunteer Management.

- Ensure that the golf shop is manned each day through the coordination of and assistance from a pool of volunteers.
- Establish systems to disseminate effectively new golf shop information to all volunteers.
- Assist with an induction programme for new volunteers.
- Prepare and distribute the weekly roster for the management of the golf shop
- Maintain a pleasant, safe and clean workplace environment.

3. Golf Shop Retail Management.

- Displays efficient operation and knowledge of the point of sale and accounting and computer systems.
- Manage the purchase and sales of golf shop merchandise.
- Prepare daily banking and reconciliations.
- Collect green fees, competition fees, and annual subscriptions paid at the golf shop.
- Maintain records as required by the Treasurer.

4. Membership

- Building and retaining membership through effective marketing strategies.
- Assist with the regular communication to members of important Club news and events.
- Follow up with members if they choose not to renew their membership.

. Prepare an information package and orientation for new members.

5. Golf Course Promotion and utilisation.

- Book rounds for members and visitors as required
- Welcome members and visitors
- Ensure golf carts are kept in clean condition and readily available for hire.
- Arrange and promote lessons with professional golfers.
- Communicate with social clubs and accommodation establishments to arrange package deals that would promote the use of the golf course.

2. Course Superintendent.

Specific Responsibilities

- Presentation to members and guests of the best playing surface practicable every day.

- Establish and direct a multi-year course development programme to guide the coordinated maintenance, development and improvement of the golf course.
- Establish and direct the annual works and maintenance programmes in conjunction with the course development program priorities and Course Superintendent.
- Establishment of a tree management and vegetation management plans to guide the coordinated maintenance, development and improvement of the trees and vegetation, in keeping with the Course Design Philosophy.
- Prepare annual capital and expenditure budgets in conjunction with the Course Presentation sub-committee
- In conjunction with the Match Committee, develop and implement a 'course set-up policy'.
- Recommend any purchase of machinery or equipment.
- Attend monthly meeting with the Club Captain to review playing conditions.
- Develop and implement a 'course water policy'.
- Review the club's irrigation structure and program from time to time to ensure that ongoing improvements to the efficiency of operation are best practice.

15. Office Bearers Code of Conduct

In agreeing to be part of the Mgt Com and/or sub-committees, members agree to adhere to standards of behaviour expected of their leadership position in the club.

Members and visitors paying to play golf at our course are vitally important to the reputation and viability of the Club. They are our key customers who, on departing after a round of golf, must do so with a positive "that was great" frame of mind.

It is our collective and individual responsibility to ensure this happens.

Your relationship with your Club

As a committee representative you have responsibilities in addition to attending committee meetings, including the responsibility to promote the club and contribute to a healthy membership. Your attendance at the club and at social functions is important. Try and attend regularly, play golf and socialise with members. Observe employees and their approach to attending to members and visitors. If you notice some facet of facility or service that appears out of place, please report it to the responsible volunteer or manager.

Your relationship with the Members

Be prepared to listen to constructive feedback and complaints that arise from time to time. Some complaints may be well founded, others may stem from imagined insights. Remember that you are not expected to know the answer or to solve problems at all times. Learn both sides of the story before committing yourself to an answer. Do not make rash promises that could prove embarrassing to you or could put you in an untenable position.

You have, by agreeing to run for the committee, accepted the responsibility of dealing with the club's challenges, and it is best to do so as quietly and efficiently as possible without stirring up emotions.

As a committee member you should build trust, support and confidence in the club, the committee, sub-committees and staff.

Your relationship with the Committee

Committee members must advance the credibility of the committee and establish confidence within the membership at large that its governing body operates openly, offers opportunity to express contrary opinions and operates with responsibility and awareness of its duties.

As a committee member please keep in mind that you are representing all members of the club and not just a select few. Your decisions should be based on what you honestly believe is best for the members and club as a whole. Disregard your personal feelings and try to be completely objective.

At committee meetings remember that your fellow committee members are as sincere in their beliefs as you are in yours. If you don't agree with an idea or statement, analyse it impartially and deal with it at committee level.

Committee members act through the majority vote of the committee. If an individual strongly disagrees with a decision of the committee they should only deal with this within the group. If they are strongly opposed to the decision they should reconsider their position on the committee and if needs be resign and re-stand at the next election.

Your relationship with Club Staff

Volunteers and employees are responsible for the operations of the club. In your relationship with club volunteers and employees, don't usurp those with specific responsibilities by openly criticising volunteers and staff, disciplining or asking special favours of club volunteers and employees. Convey any complaints to the responsible people.

Committee Members should:

- Act honestly and in good faith at all times;
- Attend assigned meetings or forward their apology prior to the meeting;
- Follow up diligently on commitments made at meetings;
- Remain loyal to committee decisions once they are made, even if the committee member did not agree with the decision;
- Maintain confidentiality of sensitive information as and when required;
- Treat all people associated with the club with respect, including members, management and staff (if applicable), volunteers, contractors, partners, external stakeholders, visitors and other committee members
- If applicable, be supportive of management and staff as well as the golf professional and his/her staff;
- Mix with as many members as possible both on the golf course and at social events;
- Consider the welfare of the club's members at large at all times;
- Not take advantage of their position on the committee in any way;
- Understand and attend to the fiduciary responsibilities of being on the committee;
- Make decisions based on what is best for the club, not for individual interest or the interests of a few.
- Declare any 'conflicts of interest' as they arrive and act to ensure that these conflicts do not pose a risk to the club;
- Be open to feedback from members and respond appropriately;
- Act as a positive role model with respect to good club behaviour;
- Refrain from excessive use of alcohol at the club;
- Adhere to the policies and procedures established by the club;
- Adhere to the legislative requirements of the club;
- Not receive gifts that result in personal financial benefit;
- Always look for opportunities for improved performance of the club operations and board/committee performance;

- Always represent the club in a professional manner; and
- Do not speak to the media about any aspect of the club. The President Club's sole media spokesman.

16. Appendix 1-Making the Most of Your Time on the Committee

How committee members can effectively contribute to successful meetings at our golf club?

Committee members should focus on improving their contribution to the club and avoid disrupting activities:

Improve	Disrupt
Attend each meeting and arrive on time	Dismiss the importance of attendance
Participate in discussion whenever appropriate	Talk too much (or cover ground that is widely accepted or not relevant to the decision)
Develop a thorough knowledge of the committee's role and responsibilities and its current activities	Expect others to know more than you – rely on experts to give you good advice, or simply agree with others because they've been there longer
Be prepared: read agenda papers prior to the meeting and discuss them to resolve confusion and points of concern	Attend hoping that you will pick up the issues during debate
Listen carefully to debate	Stay silent, or pander to the majority
Be willing to question and challenge members during debate	Hold side discussions
Be supportive of others' contributions	Interrupt others during debate, or disagree without offering suggestions or alternatives
Accept and volunteer for special assignments and leadership roles	Lose your temper, be too formal, or use aggressive tactics to win the debate
Believe that the board/committee can function without you	Rehash past debates, pursue hidden agendas, or be pointlessly provocative
Retain your sense of humour	Use your position to help friends or colleagues
Remain loyal to decisions of the committee once a decision has been taken	Use jargon, rush over complicated issues
Avoid and declare conflicts of interest	Revert to personal agendas
Help new members, and your eventual replacement, when they are appointed	Demonstrate misplaced expectations

Source: "The Book of the Board: Effective Governance for Non-Profit Organisations", David Fishell (2003).

17. Appendix 2-Committee Succession Planning

It is the responsibility of any committee to plan to attract new committee members with the right mix of skills to allow it to evolve and operate efficiently and effectively to achieve the objectives of the club.

Succession planning is important to ensure continuity in planning and performance.

General traits that committees should look for in identifying potential candidates for the committee include:

- The ability to think strategically;
- An understanding of club structures and systems;
- Knowledge of the business of the club;
- Oral communication skills;
- The ability to understand and relate to all types and groups of members;
- Teamwork;
- The ability to build consensus;
- Leadership skills;
- Ethical, honest and trustworthy;
- Commitment to the mission and values of the club;
- Independence;
- A willingness to commit the time and effort;
- Interest in more than the honour of the position.

Also, a committee should identify the skills or experience that it does not possess and then identify potential candidates that possess these requirements. These could include:

- Marketing;
- Financial with qualifications;
- IT;
- Hospitality;
- Legal;
- Golf and rules;
- Personnel;
- Workplace Health and Safety;
- Agronomy / Horticulture;
- Consulting or project management;
- Equipment maintenance.

Ideally potential committee members will be introduced to the roles of club governance by being co-opted onto sub-committees. This enables both the committee and the potential candidate to 'test-drive' their potential future involvement.

18. Appendix 3- Management Committee Self-Assessment

The committee is ultimately accountable for its own performance and should undertake a review of its performance at an agreed time on an annual basis.

Aspects of the committee performance suggested for review include:

Record your view of committee performance	Rating	
	0 Disagree up to 5 Agree	Comment
1 Has a mission statement appropriate for the club and that everyone is familiar with.		
2 Developed long term goals and a strategic plan for the club.		
3 Established and/or reviewed club policies and objectives adapting to current needs and compliance.		
4 Worked well with the supporting volunteers and staff (if applicable).		
5 Established a climate of trust exists between committee members and the volunteers and staff (if applicable).		
6 Understood its responsibilities to speak with one voice.		
7 Sees that its actions are adequately communicated to members.		
8 Has been responsive to tasks delegated by the Committee.		
9 Carried out its meetings in an efficient, professional manner.		
10 Held meetings that were well attended.		
11 Conducted meetings that were inclusive and welcomed diverse views.		
12 Prepared clear reports for committee action.		
13 Was timely in completing and delivering reports.		

14	Kept its involvement to policy, except for operational matters in its charter.	
15	Worked with a well-defined set of responsibilities, which the members understood.	
16	Focused on their own job rather than the manager(s)' job(s) (if applicable).	
17	Contains a sufficient range of expertise to make it an effective governing group.	
18	Approved risk management strategies.	
19	Appraised the managers (if applicable) systematically and remunerates him/her appropriately.	
20	Conducted an induction of new committee members.	
Each Committee member:		
21	Appreciated the committee's role in the governance structure.	
22	Had the qualifications appropriate for the board/committee's work.	
23	Put in the required effort.	
24	Adhered to the code of conduct.	
25	Demonstrated a commitment to teamwork.	
26	Contributed to Committee succession planning.	
27	Set an example by abiding by all club rules and policies	

19. Appendix 4- Committee Induction Checklist

An existing committee member or club manager (if applicable) should use this checklist as a guide and record of what the induction has incorporated.

Name: _____

Induction Commenced: ____/____/____ Induction Complete: ____/____/____

Induction Conducted By: _____ Signed: _____

Task	<input checked="" type="checkbox"/>
1. The volunteer has been provided with a copy of the current constitution and regulations or by-laws;	<input type="checkbox"/>
2. The volunteer has been provided with a copy of the current strategic plan (if applicable);	<input type="checkbox"/>
a. Discussed the club's aims, financial performance, members, other customers and decision-making processes;	<input type="checkbox"/>
3. The volunteer has been provided with a copy of the club structure including committee, sub-committees and staff (if applicable);	<input type="checkbox"/>
a. Outlined the roles and responsibilities of key committee members, sub-committee members and staff;	<input type="checkbox"/>
b. Provided copies of minutes from previous meetings;	<input type="checkbox"/>
c. Introduced to key staff;	<input type="checkbox"/>
d. Detailed the roles, responsibilities and accountabilities of the volunteer in their new position (job description) and has had a chance to discuss the role and ask questions;	<input type="checkbox"/>
e. Discussed Health, safety, risk management and insurance;	<input type="checkbox"/>
f. Provided with the committee member code of conduct.	<input type="checkbox"/>
4. Familiarised volunteers with club facilities, services, equipment and resources.	<input type="checkbox"/>
5. The new volunteer has been shown around all areas of the club, including:	<input type="checkbox"/>
a. The administration area;	<input type="checkbox"/>
b. The kitchen/bar and supporting areas;	<input type="checkbox"/>
c. The golf / pro shop and supporting areas;	<input type="checkbox"/>
d. The course maintenance facilities;	<input type="checkbox"/>
6. The new volunteer has had the club expectations explained and what they should be able to expect from others in the club.	<input type="checkbox"/>

As people have different learning styles, don't assume that written content will necessarily be read and understood.

It is advisable to go through the key points of the supporting documents so that important issues are understood.

20. Appendix 5-Committee/Subcommittee Membership Register

Management Committee

Purpose: The Management Committee has the responsibility for the management of the Club and must manage its affairs according to the Constitution and all regulatory requirements. The Management Committee is ultimately responsible to the members for the operation of Maleny Golf Club.

President Max Whitten

Vice-President Jeff Kruse

Treasurer Neil Stenhouse

Secretary Roly Nieper

Captain Doug Johnstone

Members: Beth Glover, David Killeen, Jillian Jones, Keith Shortus

Finance

Purpose:

Financial Statements - reviews the Club's financial statements, the effectiveness and compliance with accounting policies and standards and adequacy of disclosures.

Compliance – ensures an effective compliance program covering, but not limited to, the Club's statutory obligations (including occupational health and safety laws and trade practices laws) and formal written policies (including code of business conduct).

Appointment of External Auditor –reviews the auditors' performance, the professional independence of the auditors, audit policies, procedures and reports, acts as a direct link between the Committee and the auditors.

The Committee reviews the performance of the external auditor annually, and can recommend to the Committee any changes to the appointment it deems appropriate. The external auditor may attend General Meetings and may be available to answer questions from members about the conduct of the audit and the preparation and content of the audit report and the Club's accounts. Members at the AGM ratify the reappointment of the auditor.

Investment - The committee reviews matters relating to the investment of assets in line with Management Committee policy. The Committee may obtain advice from external investment advisor to ensure that the Club's investments are appropriate.

Chair: Neil Stenhouse

Members: Mick Cumner, David Killeen

The subcommittee will have the option of seconding other Members of the MGC as and when required.

Design, Construction and Landscaping Sub Committee

Purpose: To design and build a high-quality community 18 hole golf course, including: landscaping and gardens, maintenance facilities and practice facilities

Chair Max Whitten,

Members: Sel Hopley, Barry Retschlag Keith Shortus, Rob Bailo, Robin Hay, Don Lemmon, Mick McCombe (advisor).

Greens & Environment Sub Committee

Purpose: The Greens & Environment Committee has the responsibility of overseeing the management of all areas of the golf course excluding the clubhouse, pro shop and car park. The committee will set strategies and goals for the golf course to progressively improve the golfing facilities for members and visitors while maintaining the unique character & design of the Maleny golf course. The committee will assist the Superintendent Greenkeeper in an advisory, budgetary & policy-making capacity.

Chair: Jeff Kruse

Members: Don Lemmon, John Hay, Rob Bailo, Mick McCombe (advisor).

Match Sub Committee:

Purpose: Organise and manage fairly a variety of weekly and annual inter club (eventually intra-club) competitions for members and visitors, to allocate appropriate prizes and generally monitor that players are aware of and follow correct rules and procedures in relation to competition play.

Chair: Doug Johnstone (Club Captain)

Members: Robin Hay, Tom Kennedy, Peter Gilbert, Margaret Trigger.

Social/House Sub Committee

Purpose: Oversee all aspects of club's social calendar, provision of beverages, and the maintenance of the clubhouse and associated areas, inclusive of clubhouse surrounds.

Chair: Beth Glover

Members: Geoff Hocking, Marg Trigger, Christine Lemon, Wayne Perske (Advisor).

With the Management Committee's endorsement, the Chair of the House/Social subcommittee may invite others members onto the subcommittee as required.

Club House Development

Purpose: Oversee all aspects associated with the design, funding and building of a permanent club house

Chair Jeff Kruse

Members: Graham Thompson, Keith Shortus, Kerry Nieper, Rosalyn Yeun.

21 Appendix 6 Protocols for Course Changes

Purpose: The core purpose of this document is to put in place a process to ensure that any changes made to the Maleny Golf Course in the future do not alter the playing character as established by the Course Architect and the original design philosophy of the club.

This document refers to any proposal to make structural alterations to the Maleny Golf Course

'Structural alterations' mean any significant changes to the original design which alter the playing characteristics of an existing hole or the construction of a new hole and includes the repositioning or reconfiguring of a tee, bunker or green, the construction of a new tee, bunker or green, above ground contours, wastelands, wetlands, ponds, the removal of any mature trees (other than for reasons of safety) or the planting of a new tree, shrub or bush that impacts or would impact on the playing characteristic of the hole.

Not included are alterations that primarily relate to ongoing maintenance issues such as removal of dead trees, restoring bunkers and bunker edges where maintenance practises have led to change, restorative planting of grasses, new sub-surface drainage. These remain the responsibility of the Green's and Environment Committee and the Course Superintendent and come under the heading of 'golf course presentation'.

Process: If the Management Committee considers a structural change to the course is necessary, the Management Committee must appoint a Course Committee to consider the issue.

The Course Committee will include two financial members of the club who have previously held the position of President, Captain or Greens Director, two current management committee members holding any of those positions with the Course Superintendent acting in an advisory role.

In order for the members of the Course Committee to make discerning deliberations on any proposed structural alterations to the golf course, the Course Committee must be provided with all information regarding the proposal including;

- A copy of the Management Committee proposal to make 'Structural Alterations' to the golf course subject to the consent of the majority of the Course Committee.
- A briefing paper or explanation advising the necessity or reasons for the proposal to make 'Structural Alteration' to the golf course.
- Copies of developed sketch plans of the proposed alteration works that are adequate to inform the Course Committee of the nature and cost of the proposed changes.
- Advice from a Course Architect by way of note, letter, report or drawing.

If deemed necessary, other documentation may also include such as;

- Detailed works plans and dimensioning defining the change.
- Cross-section thru proposed alteration works or contour plans.

The Course Committee will consider the matters at hand and be assured that the proposed changes do not detract from or alter the integrity of the original course design. After due consideration, a vote will be called to determine whether the proposed change gains the

Course Committee's approval.

If the Course Committee vote in favour of the proposed alterations, the Committee must prepare a final Course Alterations Presentation, including all relevant documentation, to be presented to the Management Committee for consideration and approval to proceed.

If the Course Committee vote against the proposal, the Committee must prepare a report in writing to advise the Management Committee why the proposal does not meet their requirements and what action might be needed to alter the proposal to meet Course Committee concerns.

Prepared June, 2016.
Reviewed March, 2019

22 Appendix 5 Major Club Policies

Out of Session Resolutions

From time to time, urgent decisions must be made by the Management Committee in between regular meetings. This can be done by circulating an out of session (OOS) resolution by email.

- Out of Session Resolutions should only be circulated for issues which require an urgent decision
- The Sub-committee Chair should forward the proposed OOS resolution with supporting discussion/documentation to the Club Secretary.
- The Club Secretary will circulate the OOS resolution to the members of the Management Committee for their comment and or approval by return email.
- If the replies to the secretary indicate unanimous support for the OOS resolution, the resolution is accepted and can be acted upon.
- If the replies to the secretary (one or more) indicate disagreement with the OOS resolution, the Club President, after discussion with the proposer of the OOS resolution, will determine the appropriate way to resolve the issue.

Financial Delegations

The following financial delegations were approved on 21st May 2018

Position	Amount	Item	Liaison Point
Course Superintendent	\$5000.00	For all aspects of agreed financial year budget	Greens Chair/Treasurer
Golf Club Manager	\$1000.00	Any individual order for goods sold through the shop	Treasurer
Golf Club Manager	\$500.00	Marketing/Advertising opportunities/Printing and Stationery	VP/Treasurer
MC Members	≤\$5000.00	Capital Works	MC Executive

MC Members	>\$5000.00	Capital Works	Full MC
MC Members	=<\$5000.00	Asset Purchases	MC Executive
MC Members	\$5001.00 or >	Asset Purchases	Full MC
All	=<\$5000.00	Expenditure outside budget	MC Executive
All	\$5001.00 or >	Expenditure outside budget	Full MC