



Narooma Golf Club By-Laws

2011



BY-LAWS OF THE NAROOMA GOLF CLUB

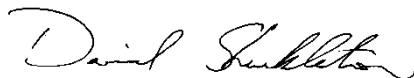
These By-Laws are issued pursuant to the authority vested in the Board of the Narooma Golf Club by the Rules of the Club.

All previously made By-Laws of the Narooma Golf Club are hereby cancelled.

All Members, guests and employees of the Club are bound by these By-Laws.

These By-Laws are available to Members and interested persons from the office of the Club, and posted on the Club Web Site.

Suggestions for changes to these By-Laws may be forwarded to the General Manager at any time. The Board will review all proposals.



David Shackleton, AO
President
Narooma Golf Club

28 February 2011.

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1 SECTION 1: USE OF BY-LAWS

1.1 DEFINITIONS

1.1.1 Updated

- a. 28 February 2011.
- b. 8 December 2008.

1.1.2 Definitions Applicable

- a. The term 'Rules' used in these By-Laws means the Rules of the Narooma Golf Club.
- b. The term 'Club' means the Narooma Golf Club.
- c. The terms used in these By-Laws are the same as defined in the Rules of the Club.
- d. Where additional definitions are required, they will be described in this By-Law.
- e. The term 'Regulations' refers to the Registered Clubs Act 1976 as amended.

1.2 PURPOSE OF BY-LAWS

1.2.1 Updated

- a. 28 February 2011.
- b. 8 December 2008.

1.2.2 Authority for By-Laws

- a. The Board of the Narooma Golf Club is authorised by its Rules, to pass and issue By-Laws that support the best governance of the Club.
- b. No Member or employee of the Club is authorised to issue instructions regarding Club procedures, processes and methods of implementing Board instructions that can be construed as a policy decision by the Board.

1.2.3 Club Policy

- a. By-Laws give operational effect to the Rules of the Club where the Board considers necessary. They are intended to provide an effective governance and accountability framework for the Club.
- b. By-Laws of the Club are Board policies as to how the Club will manage its day to day activities in support of its objective to deliver the outcomes sought by its Members.
- c. No business or activity of any kind is to be undertaken on Club premises without compliance with these By-Laws.

1.2.4 Inconsistency

- a. Where there is any inconsistency between these By-Laws and the Rules, the Rules are to take precedence over the relevant By-Law(s).

1.2.5 Applicability and Enforcement

- a. By-Laws of the Narooma Golf Club are applicable and enforceable to all:
 - i. Club staff,
 - ii. Members,
 - iii. Contractors engaged by the Club in providing goods and services to Members and visitors, and
 - iv. other persons entering any part of the Club premises.
- b. The General Manager is to ensure that all applicable persons are made aware of these By-Laws.
- c. Failure to abide by these By-Laws will result in:
 - i. where the offence warrants, removal of appropriate persons from the Club for a period of not less than 24 hours; or
 - ii. disciplinary action against Members as described elsewhere in these By-Laws; or
 - iii. penalties to staff which could include removal from employment at the Club.

1.2.6 Categories of By-Laws

- a. By-Laws will be structured into categories, known herein as Sections as follows:
 - i. Section 1: Use of By-Laws
 - ii. Section 2: Club Management By-Laws
 - iii. Section 3: Membership By-Laws
 - iv. Section 4: Sub Club By-Laws
 - v. Section 5: Golf By-Laws
 - vi. Section 6: Club House By-Laws

1.2.7 Implementation of By-Laws

- a. Unless shown otherwise, the General Manager is responsible to the Board for the effective implementation of the By-Laws of the Club.

1.3 CLUBS NSW GUIDELINES

1.3.1 Updated

- a. 8 December 2008.

1.3.2 Applicability

- a. Narooma Golf Club is a Member of Clubs NSW.
- b. As part of its delivery of services to its Members, Clubs NSW provides a series of Guidelines on a range of matters advising on achieving best practice.
- c. Clubs NSW Guidelines are not enforceable or useable in the Club unless

expressed in a Narooma Golf Club By-Law.

- d. The Board will periodically review its By-Laws (See By-Law 1.4) and incorporate appropriate elements of Clubs NSW Guidelines.

1.4 REVIEW OF BY-LAWS

1.4.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.
- d. 8 December 2008.

1.4.2 Frequency of Review

- a. By-Laws will be issued by the Board as circumstances arise, and reviewed for relevance on an as required and not less than an annual basis.
- b. By-Laws affected will have the date of Review incorporated in its primary heading in the By-Laws.
- c. Dates of review will be promulgated in the following table.

1.	8 December 2008.
2.	1 July 2009.
3.	18 February 2010.
4.	28 February 2011.
5.	
6.	
7.	
8.	

Table 1: Dates of By-Law Review

2 SECTION 2: CLUB MANAGEMENT BY-LAWS

2.1 VISION OF THE NAROOMA GOLF CLUB

2.1.1 Updated

- a. 18 February 2010.

2.1.2 Club Vision (what we aspire to become)

Our aspiration is for our Club to be the one in southern NSW most admired and valued by its Members, visitors, staff, Management and Board of Directors.

2.2 MISSION OF THE NAROOMA GOLF CLUB

2.2.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 8 December 2008.

2.2.2 Our Mission (why we exist)

Our Club exists to provide a superlative hospitality and golfing experience to all our Members and visitors.

2.3 VALUES OF THE NAROOMA GOLF CLUB

2.3.1 Updated

- a. 18 February 2010.

2.3.2 Our Values (what guides our behaviour)

- a. Our values determine our reputation. Our reputation is what people think about us when our name is used or when an experience of someone who has been to the Club is talked about. It becomes our Brand.
- b. Our values are that we will always:
 - i. Fully meet the needs of our Members and visitors; first time every time.
 - ii. Spare no effort to ensure everyone in the Club feels welcome and valued.
 - iii. Conduct our business fairly and competitively.
 - iv. Act ethically with honesty, integrity and moral courage.
 - v. Recognise, reward and protect our people in their work place.

2.5 ELECTION OF DIRECTORS

2.5.1 Updated

- a. 28 February 2011.

2.5.2 Eligibility and Process for Election

- a. The eligibility of Members for nomination and process for election to the Board of Directors is shown in the Rules of the Club.
- b. Members nominating for Board positions are required to sign a statement that:
 - i. They have read and understood the Rules of the Club and its By-Laws and agree to be bound by those regulations.
 - ii. That they understand the need for Confidentiality in Board matters and that they agree to be bound by that requirement.

2.5.3 Returning Officers

- a. Returning officers for the counting of votes for election of Members to the Board of Directors will be chosen by the Board on the basis of their experience and relationship with the Club.

2.5.4 Briefing of Candidates

- a. An informal briefing of those nominating for election will be conducted by the current members of the Board to help those who are contemplating service to better understand the nature of Board business.
- b. The briefing will be conducted before nominations close at a time promulgated by the General Manager.
- c. The briefing is not an opportunity for seeking to influence others, but instead provides an open forum for an exchange of information and assistance as may be needed.
- d. The advice of ClubsNSW will generally be followed in the conduct of this meeting, and in general terms the following will be covered:
 - i. Relevant Acts of Federal and State Parliament that provide the regulations the Club must comply with.
 - ii. Club Rules and By-Laws.
 - iii. The annual calendar of Board meetings and expected level of commitment by Directors.
 - iv. Advice on matters related to the position they are seeking election.
 - v. Education and training that could be undertaken by incoming Directors to assist them with their duties.

2.5.5 Candidate and Member Meeting

- a. A meeting will be held prior to the closing of the voting period, but after the closing of nominations, to enable those standing for the Board to introduce themselves to Members.
- b. The meeting is for nominees to offer reasons why they are standing for the Board

and to provide their views to Members of what they see as being important in the future of the Club.

- c. Candidates will be given up to 10 minutes to outline their views and reasons.
- d. The meeting is to be conducted in a respectful and polite manner. Criticism of current Board members or those standing for election is not permitted.
- e. This meeting will be hosted by the President or the General Manager when the President is standing for re-election.

2.5.6 Board Candidate Credentials

- a. Members standing for election to the Board may display their credentials on the Club Notice board after approval by the senior returning officer.
- b. The document is to be no more than a single A4 page and may show a photograph of the person concerned.
- c. Credentials should be provided to the General Manager in the first instance.

2.6 BOARD OF DIRECTORS CODE OF CONDUCT

2.6.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 8 December 2008.

2.6.2 Purpose

- a. The Code of Conduct comprises the values, standards, and general rules of behavior that guide Board decisions, procedures and systems that contribute to the benefits of the Club by its Members, and welfare of its key stakeholders.

2.6.3 Application

- a. The Board will apply its Code of Conduct in both spirit and practice.

2.6.4 Implementation

- a. The Board will operate with:
 - i. Optimism and confidence.
 - ii. Integrity.
 - iii. Honesty.
 - iv. Professionalism and self-discipline.
 - v. Trust.
- b. The Board will:
 - i. Support a friendly and welcoming environment for all patrons.
 - ii. Strive to make the Club an employer of choice in our region.
 - iii. Enhance the assets of the Club.

- iv. Promote Golf.
- v. Support our community to the best of our ability.

2.6.5 Director Conflicts of Interest

- a. Directors are not to participate in any discussions in the Board, or otherwise take part in conversations or activities where they have declared a conflict of interest, or where they believe a real or perceived conflict of interest would arise.
- b. Any real or perceived conflict of interest is to be discussed with the President when the Board Member first becomes aware of the issue. The President will discuss any such matter with the Manager and the Board should the President be conflicted.
- c. Directors will be considered to have a conflict of interest if any members of their immediate family are an employee of the Club.

2.6.6 Director Allowances

- a. Directors' expense limits are set at the Annual General Meeting and are only to be expended in furthering the direct interests of the Club. Funds may be expended as follows:
 - i. An amount of funding will be provided for ongoing training and education of Directors in appropriate matters for their role.
 - ii. Appropriate hospitality when circumstances warrant.
 - iii. Donated back to the Club at the discretion of the Director.
- b. The General Manager will recommend appropriate Directors' allowances based on their understanding of common practice in the industry. The Board will agree the amount to be sought prior to the AGM.
- c. Funds planned to be expended for items in By-Law 2.6.6a.i will be considered beforehand at Board meetings and before commitments are entered into.
- d. Directors allowances not expended may be paid to them in the same month as the next AGM is held following approval at the previous AGM. Payment is to be sought from the General Manager on the appropriate form.
- e. Directors' allowances cannot be accumulated and any amount not taken in the period between AGM's will be forfeited.
- f. Directors who resign will be entitled to a pro-rata amount provided they have served for more than 6 months in the current year. Payment is to be sought from the General Manager on the appropriate form.

2.6.7 Director Benefits

- a. Directors are entitled to be reimbursed 50% of the cost of a Club jacket on being elected and on presentation of a receipt.
- b. Directors are entitled to a locker (if available) during their term of office.

2.6.8 Director Hospitality Arrangements

- a. Directors are allowed to charge meals and drinks for themselves and guests of the Club to a reasonable and moderate limit when such circumstances are

considered beneficial to the interests of the Club. In the broad, such occasions would include:

- i. the hosting (when visiting in an official capacity) of local dignitaries, Shire Council officials or officers from other Clubs; and
 - ii. those to whom the Club has a business relationship and circumstances warrant the provision of hospitality.
- b. This arrangement does not include paying for other Members of the Club or Board Members when meeting on a purely social basis, such as on completion of a game of golf.
 - c. Permissible circumstances otherwise for charging to the Club would include to a reasonable and moderate limit:
 - i. beverages partaken after Board meetings,
 - ii. a meal in the Bistro should completion of a Board meeting be after 7pm,
 - iii. beverages partaken after Sub Committee meetings as determined by the Leader of the Sub Committee, and
 - iv. beverages partaken as a means of thanking volunteers who support Golf Tournaments as determined by the Club Captain.
 - d. The General Manager is to ensure a means of recording the application of Club hospitality and provide the President with a monthly summary register of the use of such charges.

2.6.9 Induction of New Directors

- a. New Directors will be provided with an induction program conducted by the President and General Manager. As a guide it will provide advice to new Members of the Board on:
 - i. Matters the Club has under active consideration and issues that it is dealing with.
 - ii. Update on the Club's financial position.
 - iii. Clarification as necessary on the roles of Directors as they might request.
 - iv. Relevant Acts of Federal and State Parliament that provide the regulations
- b. The program is to be completed in the first week of being elected to the Board.
- c. At the discretion of the outgoing Member, the induction program will include a meeting with the outgoing incumbent who would be encouraged to convey information and suggestions to the new Member.

2.7 CLUB DIRECTOR RESPONSIBILITIES

2.7.1 Updated

- a. 28 February 2011.
- b. 1 July 2009.
- c. 8 December 2008.

2.7.2 Responsibilities of Directors

- a. The role of the Board is contained in the Rules.
- b. Directors will abide by their Code of Conduct.
- c. Directors are responsible individually and collectively for the stewardship and sustainability of the Club to achieve its goals.
- d. Club policies are determined by its Board of Directors.
- e. In particular, the Board of Directors will add value by:
 - i. Providing strategic direction to the Club by constructive engagement in the development, execution and modification of the Club's strategy.
 - ii. Appointing the Club General Manager and approving succession plans.
 - iii. Approve the appointment of managers to the level shown in 2.13.10a.
 - iv. Monitoring the performance of the General Manager and, through the President, provide constructive advice on improvement.
 - v. At 6 monthly intervals, with the General Manager, review the performance of managers appointed in accordance with By-Law 2.13.10c.
 - vi. Approve policies for terms and conditions of employment in the Club, including remuneration of management and staff.
 - vii. Reporting to Members and ensuring that all regulatory requirements are met.
 - viii. Providing advice and counsel to management on a periodic and ad hoc basis, adding strategic value.
 - ix. Ensuring appropriate compliance frameworks and controls are in place.
 - x. Approving policies governing the operations of the Club.
 - xi. Monitoring financial results on an ongoing basis.
 - xii. Ensuring the Board's effectiveness by operating as a team.
 - xiii. Ensuring the Club's business is conducted ethically and transparently.
 - xiv. Take a leadership role in the oversight of Sub Committees as delegated by the Board of Directors.
 - xv. Adopt a proactive relationship with Club Members and visitors in assessing their views of value for money and the quality of services provided by the Club for their benefit.
 - xvi. Overseeing strategic risk management.

2.7.3 Director Behaviour

- a. Directors will:
- i. Discharge their duties in good faith and act honestly, in the best interests of the Club, and with the level of skill and care agreed in their role expectations.
 - ii. Act with required care and diligence, demonstrating commercial reasonableness in their decisions.
 - iii. Declare any conflicts of interest.
 - iv. Act for the benefit of the Club at all times.
 - v. Not make improper use of information gained through their position as a Director or otherwise take improper advantage of the position of Director.
 - vi. Not allow personal interests, or the interests of any close associate, to conflict with the interests of the Club.
 - vii. Make reasonable enquiries to ensure that the Club is operating efficiently, effectively and legally towards achieving its goals.
 - viii. Undertake diligent analysis of all proposals placed before the Board.

2.7.4 Responsibilities of the President

- a. The President of the Club is responsible for:
- i. Providing overall leadership of the Club and ensuring that it meets its strategic objectives.
 - ii. Acting as the Chair of the Board of Directors.
 - iii. Determining the agenda for each Board meeting, in consultation with others as necessary.
 - iv. Signing minutes and thereby authorising the public record when agreed by Directors who attended the relevant meeting.
 - v. Ensuring that the Club is in compliance with its regulatory requirements under Federal and State laws, and its own Rules and By-Laws.
 - vi. Delegating responsibilities to other Directors as necessary to meet the needs of the Club.
 - vii. Acting as the public spokesman of the Club when circumstances warrant.
 - viii. Liaising with Presidents of other Clubs when appropriate.
 - ix. Representing the Club on appropriate ceremonial and social occasions as necessary.
 - x. Oversight of the process of formally evaluating the General Manager and the performance of the Board.

2.7.5 Responsibilities of the Senior Vice President

- a. The Senior Vice President is to deputise for the President on occasions as agreed between them.

2.7.6 Responsibilities of Club Captain

- a. The Club Captain is responsible for all matters associated with the Club's golfing program.
- b. The Captain chairs the Match Sub Committee of the Board.

2.7.7 Responsibilities of the Vice-Captain

- a. The Vice-Captain deputises for the Club Captain as agreed between them.

2.7.8 Responsibilities of the Honorary Treasurer

- a. Overview
 - i. The Treasurer is the primary advisor to the Board on all financial matters and for ensuring that Board members are provided with financial and other advice regarding their responsibilities in a manner that is clear and in plain English.
 - ii. The Treasurer chairs the Finance and Audit Sub Committee of the Board and brings its recommendations to Board meetings (see By-Law 2.17.3).
 - iii. Approved recommendations to the Board are executed through the General Manager.
- b. Responsibilities to the Board of Directors include making recommendations at each Board meeting, or at any other time they see fit, concerning:
 - i. The financial performance of the Club against expected and reasons for variation.
 - ii. Any aspect of the trading position of the Club that should be brought to the Board's attention.
 - iii. Any business risk they perceive is present or emerging.
- c. Additionally, the Treasurer is responsible for:
 - i. Acting as the primary advisor to the General Manager on Club financial matters and meeting regularly to fulfil this responsibility.
 - ii. Providing direct assistance to leaders of relevant Sub Committees of the Board in the preparation of their input to the Club budget planning process.
 - iii. In conjunction with the General Manager, providing the Board with draft annual budgets as needed to match the Club's annual business planning cycle.
 - iv. Immediately bringing to the Board's attention any concerns regarding the accuracy of the Club's accounts, suspicion of illegal activity or methods that are inappropriate for the proper financial management of the Club's affairs.
 - v. Advising the Board on the appropriateness of taking on or paying down of

- debt.
- vi. Oversight the performance of the external auditor.
- d. In meeting these responsibilities, the Honorary Treasurer is to:
 - i. Be provided unconstrained access by the General Manager to all Club financial documents at a time of the Treasurers choosing, taking into account the availability of relevant staff.
 - ii. Conduct spot checks as necessary to validate payments against invoices or any other form of validation they may feel is required.
 - iii. Participate in preparation of the annual financial report and agree its contents before it is approved by the Board.
 - iv. Assist the General Manager in preparation of the Board agenda and supporting material for conduct of the Board Quarterly Financial Review meetings (see By-Law 2.11).

2.7.9 Responsibilities of the Director of Golf

- a. Overview
 - i. The Director of Golf has the task of advising the Board so that the Club obtains maximum revenue from its total golf operations by adoption and implementation of a Golf plan and budget approved by the Board.
 - ii. The Director of Golf is the Chair of Golf Sub Committee (see By-Law 2.17.2).
 - iii. Approved recommendations to the Board are executed through the General Manager.
- b. Selection
 - i. Selection as the Director of Golf will be made by the Board of Directors taking into account the skills and experience of Board members.
- c. Responsibilities to the Board of Directors include making recommendations to the Board concerning:
 - i. Presentation of the Club Golf Plan to the Board in December each year for its endorsement.¹
 - ii. In January each year, propose to the Board an annual program of works and budget for the following financial year.
 - iii. Reporting monthly to the Board on progress toward achieving the Club Golf Plan and budget matters.
 - iv. Coordination of Club activities to support men's and ladies tournaments.
 - v. Coordination of club activities to support corporate golf business as it is developed.
 - vi. Club golf fees advice to Board through the Finance and Audit Sub

¹ Plans take time to develop and become cogent. They require coordination with other elements of Club activities and especially must be closely aligned with the overall budget of the Club. Plans must be vetted by the Finance and Audit Sub Committee before being presented to the Board.

Committee.

- vii. Oversight of the care and general maintenance of the golf course.
- viii. Club golf plant and equipment, including carts.
- ix. Effective liaison with other Directors and the General Manager to ensure proper coordination.

2.7.10 Planning for Director Succession

- a. Ensuring that there is a high standard of knowledge and experience amongst Board members is essential for the effective execution of the Board's responsibilities.
- b. When standing for election, Members should consider the implications for being a member of the Board for one or two terms, and in that time identify members of the Club who would make worthy replacements when their time to depart the Board occurs. This does not prevent others applying to join the Board in accordance with the Club's Rules, but it does identify people who may not have considered providing such a service by having their potential value recognised by the Board.

2.8 BOARD MEETINGS

2.8.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.
- d. 8 December 2008.

2.8.2 Frequency and Authority

- a. The required frequency and authority to arrange Board meetings is contained in the Rules.

2.8.3 Types of Meetings

- a. Meetings may be conducted to consider and decide on:
 - i. general Club business,
 - ii. strategic and business planning,
 - iii. urgent matters concerning breach of the Club Rules or By-Laws, or
 - iv. urgent business as agreed by the President.

2.8.4 Confidentiality

- a. All Board papers and discussions are confidential unless decided otherwise by the Chair.
- b. Board papers are to be conspicuously marked BOARD-IN-CONFIDENCE.
- c. Board decisions are to remain confidential until authorised otherwise by the Chair, and an appropriate communications strategy and implementation

arrangements proposed by the General Manager is agreed by the Board.

- d. The confidentiality of Board matters remains a responsibility of Directors and officers and staff of the Club in perpetuity unless required to be made known as part of properly constituted legal proceedings.
- e. Papers related to sub committees are confidential in the same manner as Board papers (see By-Law 2.16.9b).
- f. All emails that deal with Club business are to be treated in a manner that prevents unauthorised persons gaining access to them.

2.8.5 Secretarial Support

- a. The General Manager will provide secretarial support to the Board.
- b. When authorised by the President, an assistant to the General Manager may compile the minutes of the meeting. The assistant is bound by the same Confidentiality rules of the Board as its Members.

2.8.6 Board Paper Availability

- a. Board papers represent the focus of the work of each meeting. The General Manager is responsible for ensuring that the timetable in Table 2 is met whenever possible.
- b. Papers will not be accepted later than 7 days before the meeting.
- c. Papers tabled at the meeting will not be accepted unless all Members agree.

2.8.7 Board Agenda

- a. The Board agenda will typically be structured as follows:
 - i. Title of meeting.
 - ii. Date, time and venue.
 - iii. Apologies.
 - iv. Declaration of any conflicts of interest.
 - v. Approval of Minutes of previous meeting.
 - vi. Matters arising from the previous meeting.
 - vii. Consideration of the unfinalised list of actions and advice by those responsible for the actions.
 - viii. Proposals for new or changed Membership status.
 - ix. Manager's report (see By-Law 2.13.6).
 - x. Finance and Audit reports appropriate for the meeting.
 - xi. Reports from relevant Sub Committees formed to support the work of the Board.
 - xii. Contribution from guest speaker if invited (see By-Law 2.8.7b)
 - xiii. Operational Policy issues.
 - xiv. Strategic issues.

- xv. Advice of any correspondence to and from the Club that may be contentious, legally binding, in praise or criticism of the Club, or makes suggestions for improvement or change to the way the Club conducts its business.
- xvi. Meeting evaluation (see By-Law 2.8.9).
- b. From time to time the President, in consultation with the General Manager, will invite a member of Club staff or Member to address the Board on matters they would like the Board to become aware of, or suggestions they may wish to make.

2.8.8 Board Meeting Minutes

- a. Minutes of Board meetings are the record of decisions made. They serve these important functions:
 - i. A reminder of what happened at the meeting, including:
 - Who attended.
 - What was decided.
 - What commitments were made for follow up action.
 - ii. A guide for people who were unable to attend the meeting.
 - iii. A source of information for Club Sub Committees to shape their own activities.
 - iv. A permanent record that can be referred to by outside parties should the Board's decisions and procedures need to be evaluated or considered in legal proceedings.
- b. It is critical the Minutes form an accurate record of what transpired and as a minimum the following is to be recorded:
 - i. Actions placed on Members; with sufficient information to be clear of the topic and what is needed, with the name of the individual responsible and the date for action to be completed.
 - ii. Motions put to the Board are to be recorded verbatim, with the names of those proposing the Motion and those Seconding.
 - iii. Those who propose Motions and their Seconding does not indicate that the individual is the champion of the decision. Such a procedure is typically followed to formalise a decision of the Board.
 - iv. Where the Board is not unanimous, it will be recorded in the Minutes but nevertheless remains a Board decision.
 - v. Whether the Motion is carried or not.
- c. It should not be necessary to spend undue meeting time approving Minutes of the meeting. The following procedure is to be adopted:
 - i. Draft Minutes of meetings are to be typically sent by email to Members within 3 days of the meeting.
 - ii. Members wishing to have the record corrected are to raise matters directly with the Chair, keeping other Members and the General Manager

informed. Depending on its nature, the Chair may agree to the amendment or raise it at the next meeting for clarification.

- iii. Minutes that are amended are to have the actual Minutes corrected, and not be corrected via a statement in the Minutes of the subsequent meeting.
- d. At the subsequent meeting, the President (or Chair deputising for the President) must sign the Minutes of the previous meeting when they have been approved by the Board. The General Manager is to arrange for a copy to be available for such purpose, and then placed on the official Club file.

2.8.9 Board Meeting Evaluation

- a. The Chair of the Board meeting will request one member of the Board to evaluate Board performance during its deliberations. The Member will be asked to make their remarks and then any comments made will be discussed collectively at the completion of the meeting for about 5 to 10 minutes. The individual conducting the assessment should comment on:
 - i. The overall conduct of the meeting and whether it was orderly and well prepared, and did discussion flow smoothly?
 - ii. Was the greatest amount of time devoted to the most important issues?
 - iii. Were the Board papers appropriate, such as:
 - Were there too many or not enough papers?
 - Were they presented in an orderly fashion and easy to read?
 - Were they delivered in enough time before the meeting?
 - iv. Did everyone participate in the discussion and were people cooperative?
 - v. Any special issue of concern to Directors?
 - vi. Ideas for improvement.

2.8.10 Board Meeting Dates

- a. Meetings will normally occur on the fourth Monday of each month and be held at the Club.
- b. Quarterly business reviews will be the primary topic of the meetings in:
 - i. Q1 (January to March): April
 - ii. Q2 (April to June): July
 - iii. Q3 (July to September): October
 - iv. Q4 (October to December): January
- c. The monthly cycle of managing the business of the Board is shown in Table 2.
- d. The annual cycle of monthly meetings is shown in Table 3.

Event	When	Who
Board Meeting	4 th Monday	President
Draft Minutes to Members	4 th Wednesday	Manager
Draft agenda prepared by Manager and forwarded to President	1 st Wednesday	Manager
Minutes Queries to President/Manager	2 nd Monday	Directors
All papers & Reports for next Board meeting provided to Manager	2 nd Friday	Directors
Full agenda finalised and confirmed by President	2 nd Friday	President as advised by Manager
Accounts finalised and circulated to Finance and Audit Committee	3 rd Monday	Manager
All papers circulated to Board meeting attendees	3 rd Monday	Manager
Board Meeting	4 th Monday	President

Table 2: Board Monthly Business Cycle

Month	Normal	Business	Members	Bus Plan	AGM
January		X Targets for next financial year Sub Club Budgets			
February	X Manager to present Staff Manual Updated By-Laws				
March	X Manager annual performance appraisal		X		
April		X Review of previous year			
May	X Manager to report on Senior staff performance				
June	X Board annual self-appraisal				
July		X			
August	X				X
September	X Manager to present Staff Manual				
October		X Update Club Fees for implementation in December		X Review performance and plan for next 2 years	
November	X Manager to report on Senior staff performance		X		
December	X Course 12 month plan Marketing and Events 12 month plan				

Table 3: Annual Meeting Cycle

2.9 STRATEGIC PLANNING

2.9.1 Updated

- a. 28 February 2011.
- b. 1 July 2009.

2.9.2 Three Year Horizon

- a. The Club will develop and maintain a 3 year view of its likely business circumstances. It will undertake an annual process of review and redevelopment of those strategies.
- b. Each year, the Board will arrange to spend a day engaged on strategic planning for the future operation of the Club. It will normally be held in October or November. The General Manager will draft proposed strategies to commence that process.
- c. The exercise will preferably be off-site and facilitated by an external advisor experienced in the Club industry and familiar with our Club as approved by the Board. Alternatively it will be facilitated by the President supported by the Manager and Board members.
- d. Agreed outcomes from this session will be incorporated by the General Manager in a draft annual Business Plan, and submitted for approval by the Board.

2.10 BUSINESS PLAN

2.10.1 Updated

- a. 28 February 2011.
- b. 1 July 2009.
- c. 8 December 2008.

2.10.2 Business Planning

- a. The Board and General Manager will work together in the development and implementation of an annual planning and execution cycle that ensures that the Club is best placed to manage its future.
- b. The Club will have a 3 year business plan that focuses on the financial year in question, with a general description of longer term objectives developed from the strategic planning activity conducted in By-Law 0.
- c. The General Manager will coordinate development and execution of the Business Plan.
- d. The business planning cycle will be based on the Club's financial year (April to March) and the calendar trading year. Quarterly reviews (see By-Law 2.11) will be used to monitor progress of the Club toward achievement of its objectives.
- e. All Club and golf levies and charges will be reviewed as part of the preparation of the Business Plan, and more frequently as circumstances require.
- f. The approved Business Plan will form the basis for Board considerations in the ensuing financial year and beyond.

2.11 QUARTERLY BUSINESS REVIEWS

2.11.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.

2.11.2 Purpose

- a. To review and agree the expected trading position over the following 3 months with an understanding of likely circumstances for the next 6 months.

2.11.3 Format

- a. Board meetings for Quarterly Reviews will be primarily dedicated for that purpose.
- b. Reviews will take place in January, April, July, and October (as shown in By-Law 2.8.10b).

2.11.4 Procedure and Outcomes

- a. The meeting will progress through these steps to reach a position on Club operations:
 - i. Review (using tables and graphs to show trends):
 - Owner equity and liquid and debt ratios for the previous 12 months (abbreviated balance sheet).
 - Income for the preceding 3 months and corresponding period in the previous year (profit and loss).
 - Cash income and expenditure for the preceding 3 months and corresponding period in the previous year (cash flow & EBITDARD).
 - Membership change over the preceding 3 months and the corresponding period in the preceding year.
 - ii. Assess the business performance of the Club over the preceding 3 months against targets and objectives contained in the Club Business Plan and Budget and identify if there are any surprises.
 - iii. Assess the trading environment for the next 6 months and further if appropriate.
 - iv. Review and approve the Club Operating Budget for the remainder of its financial year.
 - v. Decide if objectives and targets in the Business Plan require adjustment.
 - vi. Adjust priorities for the application of funds to Club Capital expenditure for the following 3 months with a forecast for the subsequent 3 months (ie out to 6 months).

2.11.5 Preparation for Review

- a. The F&A Sub Committee will conduct a precursor meeting to the Board Quarterly Review.
 - i. Its meeting will follow the steps shown in By-Law 2.11.4.
 - ii. Its report and recommendations to the Board will be the main focus of Board business for the Review meeting.
 - iii. The report is to help the Board come to decisions on where to apply resources that meet current circumstances and trading conditions and for the Board to be able to meet the overall requirements of By-Law 2.11.2.
- b. To enable the F&A Sub Committee to prepare for the Board meeting, each of the Sub Committees need to prepare and update any resource requirements they feel is needed to support their respective area of responsibility.
- c. Sub Committee leaders should provide a written list of recommendations for consideration in a format provided by the Chair of the F&A Sub Committee. Where funding is being sought, the cost of the item and an indication of the accuracy of the estimate should also be provided.
- d. Sub Committees should prioritise their resource proposals as follows:
 - i. Urgent – must be undertaken for regulatory compliance requirements by the Club.
 - ii. High – very important for the business performance of the Department and should be done at the first opportunity.
 - iii. Medium – has importance but not impacting on the business performance of the Department in the short term; they should not be deferred indefinitely.
 - iv. Low – a requirement to lift the business performance of the Department but could only be recommended when higher priorities have been satisfied.
- e. The General Manager will also provide the F&A Sub Committee with details of any capital items or known repairs etc that have not been planned for and which need to be incorporated in the recommendations that are to be subsequently brought to the Board for decision.

2.11.6 Funding Allocations

- a. If sufficient funds are available and the Board agrees with the proposal for their use, the Board will make funds available for:
 - i. immediate funding application to activities of high importance needed to meet Club objectives, and/or
 - ii. deferred funding provisions.
- b. Immediate Funding
 - i. Funds allocated for immediate funding are to be made available in the current financial quarter for purposes agreed by the Board. Normal rules of obtaining proper estimates and management of Club funds apply.

- c. Deferred Funding
- i. Deferred funding approvals are made up of two components:
- Those for which it is intend, and subject to them having an ongoing high Board priority at the next Review, will be committed in the subsequent financial quarter and then become Immediate Funds. Planning by the Club and Sub Committees can proceed on the basis of having those funds made available. These funds are to be planned in to the Club operating budget.
 - Those for which the Club needs to build up reserves to meet requirements over a longer period of time for future allocation. These funds will be placed in an appropriate account and quarantined for their nominated purpose.

2.12 FINANCIAL REPORTING

2.12.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.
- d. 8 December 2008.

2.12.2 Purpose

- a. The Club is required to comply with all applicable Accounting standards and meet its legal financial reporting obligations.

2.12.3 Benchmarks

- a. The Club will utilise the appropriate financial benchmarks for all of its operations that constitute industry best practice.
- b. Use of Earnings Before Interest, Tax, Depreciation, Amortisation, Rent and Donations (EBITDARD) will be used as the primary indicator of the Club's profitability and operating efficiency.
- c. The General Manager is responsible for application and achievement of benchmarks.
- d. The Finance and Audit Sub Committee of the Board is to independently evaluate financial performance targets at 6 monthly intervals (see By-Law 2.17.3c.v.). This is to be completed by January and July each year.

2.12.4 Provision of Information to Members

- a. Information will be provided to Members in accordance with the Regulations.
- b. The Club is to display a notice in the Club's premises and website, in the form approved by the Director of the Office of Liquor, Gaming and Racing (OLGR) advising how Members can access the information, with the Club required to provide this information to any Member or Director when requested in writing.
- c. The Club Annual Financial Report will contain all information required by the

Regulations and the relevant accounting standards. The General Manager is to advise the Board on the completeness of this report.

2.12.5 Requirements of OLGR

- a. OLGR requires the Club to keep a register of information that relates to the management and financial administration of the Club including:
 - i. A list of disclosures, declarations and returns made by the governing body and employees of the club.
 - ii. The salary bands of the club's top executives.
 - iii. Details of the overseas travel made by the governing body and employees of the club.
 - iv. Details of loans given by the club to employees.
 - v. Details of certain contracts executed by the club.
 - vi. Salary details of club employees who are close relatives of a member of the club's governing body or a top executive.
 - vii. Details of the payments made by the club for consultant services.
 - viii. Details of legal settlements made by the club with a member of the governing body or an employee of the club.
 - ix. Details of legal fees paid by the club for a member of the governing body or an employee of the club.
 - x. The club's annual gaming machine profit.
 - xi. The amount applied by the club to community development and support.
- b. The Club must prepare quarterly financial statement for the governing body that incorporate:
 - i. The club's profit and loss accounts and trading accounts for the quarter.
 - ii. A balance sheet as at the end of the quarter.

2.12.6 Sundry or Miscellaneous Expenses

- a. The limit to be placed on the value that can be accumulated under the Sundry Expenses category is 3% of the total expenses generated by the Club during the year.

2.12.7 Consolidated Accounts

- a. All bank accounts managed for any aspect of the Club's operations are to be brought on to the Club's books before the end of the financial year for audit purposes.

2.13 GENERAL MANAGER

2.13.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.
- d. 8 December 2008.

2.13.2 Appointment and Accountability

- a. The General Manager is appointed by, and accountable to the Board of Directors.

2.13.3 Responsibilities

- a. Are in accordance with General Managers' (State) Award 2006 (NSW) or as amended) for the level contracted with the Club and as amplified in Club By-Laws. In particular, the General Manager is to:
 - i. Constantly appraise the Club's activities, and monitor and evaluate performance.
 - ii. Advise the Board of actions necessary to keep the Club profitable and implements associated Board decisions.
 - iii. Manage implementation of the Club Business Plan.
 - iv. Consult General Managers and supervisors, and reviews recommendations and reports.
 - v. Set performance targets for business elements of the Club and takes action to ensure their achievement.
 - vi. Co-ordinate staff activities to optimise the use of human and physical resources to achieve goals.
 - vii. Resolve conflicts between areas of responsibility.
 - viii. Prepare or arranges preparation of reports, budgets, forecasts, and presents them to the Board of Directors.
 - ix. Keep the Board informed on significant issues, and liaises with the President and or other Members on key activities.
 - x. Ensure security and development of the Club's assets and safety of work practices.
 - xi. Establish the administrative and operational procedures, including delegation of responsibilities to subordinate Managers and supervisors, taking into account the Club's operating environment.
 - xii. Promote and represent the Club in negotiations, conferences, community events and other occasions, and liaises with other organisations.
 - xiii. In collaboration with the Board, select people to be employed in senior subordinate positions as shown in By-Law 2.13.10.
 - xiv. Select employees for other staff positions as applicable.

- xv. Authorise funds to implement programs and policies or seeks the Board's financial approval, as appropriate.
- xvi. Undertake personal responsibility for specific operational or administrative functions if agreed with the Board.

2.13.4 Weekly Summary Report to Board

- a. A weekly summary report is to be provided to Board members to ensure they remain aware of current issues affecting the Club.
- b. The report will be in a format agreed with the President.

2.13.5 Priority Matters

- a. Matters requiring priority attention are to be provided to Board members via email for resolution, or in the first instance raised with the President via phone if of sufficient urgency.
- b. Agreement to proceed with the recommended course of action is to be sought of the President by the General Manager after Board member views have been sought.

2.13.6 Managers Monthly Report to Board

- a. The report by the General Manager to the Board is a key component of the Board meeting. It is the primary means through which Directors are kept informed of the Club's operations and activities. It also serves as major documentary evidence of the extent to which Directors have asked to be kept informed and have been kept informed of the Club's activities. It will be required information for any enquiry into the Club's business operations.
- b. The report is to be provided in a comprehensive written format and expanded upon verbally by the General Manager at the meeting. It is to be included in Board papers provided in accordance with the timetable in Table 2.
- c. The General Manager's report must, as a minimum, contain comments on the following. Although the list is comprehensive, where appropriate, a 'nothing to report' notice or 'no change from previous advice' notice can be provided:
 - i. Current overall financial performance, including as a minimum²:
 - Balance sheet to the end of the previous month.
 - Profit and Loss to end of the previous month.
 - Details on new or changes to finance facilities.
 - Cash flow to the end of the previous month and forecasts for this financial year.
 - Comments on any significant (5%) variation from budget.
 - Poker Machine returns.
 - ii. Key Performance Indicators for each business element of the Club:
 - Financial and non-financial.

² Full financial details are to be provided as a norm to the President and Treasurer, and any other Director may request and be provided with any detailed financial information they seek.

- Advice on action to improve performance where needed.
- iii. Progress on achieving the Club Business Plan.
- iv. Monitoring of the regulatory environment.
- v. Monitoring of major competitors.
- vi. Staffing activities.
- vii. Marketing activities.
- viii. Operational matters.
- ix. Compliance matters as applicable, including:
 - Financial liquidity requirements and achievement.
 - Financial and secretarial (including any ACCC requirements).
 - Licences and permits.
 - Safety.
 - Environmental matters.
 - Industrial relations, including employment contracts of note.
 - Trade practice issues.
 - Quality assurance issues.
 - Privacy issues and any non-conformity matters.
 - Insurance matters.
 - Advice by ClubsNSW.
 - Any significant matters of compliance.
- x. Risk management associated with the Club.
- xi. Legal proceedings.
- xii. Audit matters.
- xiii. Any other significant items.

2.13.7 Periodic Reports

- a. Periodic reports to the Board include:
 - i. Manager performance reviews (see By-Law 2.13.11).
 - ii. Staff Manual (see By-Law 2.14.4).

2.13.8 General Manager Succession Planning

- a. The General Manager is employed under the terms and conditions of a contract, which will be for a chosen period.
- b. The Board will manage the manner by which the Club attracts the services of the best qualified person for the position.
- c. In order to provide business continuity through any reason causing the extended absence of the General Manager, on the advice of the General Manager, the Board will nominate a person on Club staff who is to be the Deputy Manager.

That person will assume the duties of General Manager if needed.

2.13.9 Deputy Manager

- a. The Deputy Manager will act as the General Manager when the General Manager takes holidays or is on temporary absence and will assume all of the General Managers responsibilities. The transfer is normally to be sought by the General Manager during a Board meeting and for the Minutes to record the details.
- b. The Deputy Manager is to immediately contact the President should they find any anomalies after they have assumed responsibility as the acting General Manager.
- c. The General Manager is to ensure that the Deputy Manager is fully aware of all the requirements to be an effective General Manager.
- d. The Deputy Manager has the same financial delegations as the General Manager when appointed in that role by the Board.

2.13.10 Subordinate Managers

- a. In collaboration with the Board, the General Manager selects the following people to be employed as:
 - i. Deputy Manager.
 - ii. Club Operations Manager.
 - iii. Head Chef or Caterer when catering is not operated by the Club.
 - iv. Golfing Professional.
 - v. Course Superintendent.
 - vi. New or changed positions of similar importance.
- b. Individuals in these positions are to be employed on an appropriate form of contract. Where appropriate, incentives for performance may be included with agreement of the Board.
- c. People employed in these positions (except for contractors) are to be set six month performance targets by the General Manager which coincide with the Club quarterly financial reporting cycle.
- d. Performance targets are to be formally assessed against achievement on a six monthly basis, at which time targets are to be updated by the General Manager and agreed with the individual concerned for the following period.
- e. Failure to achieve agreed targets in three consecutive periods will be cause for consideration of termination of employment. In this event, the General Manager is to make an appropriate recommendation to the Board.

2.13.11 Senior Staff Performance

- a. The results of respective staff assessments against performance targets set is to be provided to Board members by the General Manager in May and November (see Table 3 in By-Law 2.8.10).

2.14 STAFF MANUAL

2.14.1 Updated

- a. 18 February 2010.
- b. 1 July 2009.
- c. 8 December 2008.

2.14.2 Club Policy

- a. The General Manager is to keep up to date a Staff Manual for the Club which provides details to employees of the Club sufficient information to ensure that they are knowledgeable about their roles and responsibilities, and the Commonwealth and State laws they are obliged to abide by in conduct of their duties.
- b. The Manual is to cover all aspects of the business of the Club that is not the responsibility of the Board as required in the Rules of the Club or extant By-Laws.
- c. Abiding by the contents and instructions in the Staff Manual is to be a condition of employment by all staff.

2.14.3 Staff Acknowledgement

- a. Club staff are to sign a statement confirming that they have read and understood the Manual and have had any questions they may have had answered to their full satisfaction.
- b. Staff are also required to sign a statement to the same effect when changes are made to the Club Manual.
- c. New staff are not to be permitted to commence their duties until their signature is obtained.

2.14.4 Board Review of Manual

- a. The Club Manual is to be provided to the Board for its review in February and September.

2.15 AUTHORITY TO EXPEND FUNDS

2.15.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 8 December 2008.

2.15.2 Purchasing Policy

- a. The Club will purchase goods and services locally whenever possible. "Locally" refers to the Narooma area in the first instance, then the Eurobodalla Shire and then to adjoining Shires.
- b. When goods and services are not available locally and /or are not competitive in cost or quality, then purchases may be made non-locally.

- c. No provider of goods or services shall have an exclusive right to supply goods or services to the Club. The pricing and the quality of goods and services is to be continually monitored and purchases are to be made on the basis of the “best value for money” so as to ensure the greatest benefit of the Club.
- d. Continuing maintenance contracts and non-staff Management Agreements (eg Golf Professional, Cleaning Contract etc) are to be effected by selective tendering processes under terms determined by the Board from time to time.
- e. Minor on-going maintenance or service contracts are to be effected by the General Manager having regard to competitive pricing and value for money.
- f. Purchases of capital items and expenditures for golf course, Clubhouse, and other projects are to be approved by the Board. A minimum of three quotes is normally required to be obtained for such purchases and expenditures which exceed \$1000 in value. A waiver may be provided by the Board.
- g. The General Manager may approve purchases of minor capital equipment within their delegation.
- h. To prevent Club operations being adversely affected, the General Manager in consultation with the President and /or Treasurer may effect capital purchases to replace Club equipment. Such purchases are to be confirmed at the next meeting of the Board.
- i. The General Manager will ensure that any purchases or expenditures have been assessed to comply with health and safety risk assessment as outlined in the Safety Purchasing Checklist.

2.15.3 Financial Delegations

- a. Directors acting alone have no power or financial authority unless the Board has specifically delegated a specific task, function or responsibility to that Director.
- b. A Director can only effectively exercise power when acting in concert with his or her other Directors constituted as the Board of the Club or as a Sub Committee of the Club acting within the scope of any authority delegated by the Board to that Sub Committee.
- c. The Board shall determine operational and capital budgets each year.
- d. Financial delegations are required to be exercised within these budgets providing monies are available and/or financing arrangements as approved by the Board are in place. The Board may review these budgets as required.
- e. The General Manager may delegate their financial delegations or parts thereof to designated employees in the interest of operational efficiency, but remains accountable for its proper application.
- f. Financial delegations for the Club are shown in Table 4.

AUTHORITY TO EXPEND CLUB FUNDS					
Delegated Authority (All figures exclude GST)	Included in Business Plan*		Not in Business Plan*		Donations*
	Routine Expenditure	Capital Expenditure	Routine Expenditure*	Capital Expenditure*	
Board	N/A	No limitation	No limitation	No limitation	No limitation
General Manager**	Within 10% of budgeted item.	\$2,000	\$1,000	\$1,000	\$1,000
Captain***	\$2,000	Nil	Nil	Nil	
Duty Manager and Duty Supervisors	Any one Poker Machine Payout	\$2,000			
<p>* All routine expenditure is to be budgeted in the Club Business Plan. Where essential expenditure is needed the Manger is to advise the President and Treasurer within 2 working days of incurring the expenditure. ** General Manger is the authorising officer for all Club subordinate managers who must obtain approval prior to entering into agreement to purchase any goods or services required within their areas of responsibility. *** For men's competitions and tournaments.</p>					

Table 4: Financial Delegations

2.16 SUB COMMITTEES OF THE BOARD – GENERAL MATTERS

2.16.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.
- d. 8 December 2008.

2.16.2 Purpose

- a. Sub Committees of the Board are established to further the objectives of the Club and provide considered advice to the Board and aid it in meeting its responsibilities.

2.16.3 Sub Committee’s Authorised

- a. The following Sub Committees of the Club are authorised:
 - i. Finance and Audit Sub Committee
 - ii. Golf Sub Committee
 - iii. Match Sub Committee
 - iv. Remuneration Sub Committee

2.16.4 Participation and Membership

- a. The Board approves membership for Sub Committees.
- b. All Directors are expected to participate as members of a Sub Committee.
- c. The Chair of each Sub Committee is to nominate a deputy as mutually agreed by members of the Sub Committee.
- d. With the exception of the President, Captain and Treasurer, at the first Board

meeting after the AGM, or otherwise if necessary, membership of Sub Committees can be adjusted according to the wishes of Board members provided they ultimately meet the needs of the Board for Sub Committee membership.

- e. The President is an ex-officio member of all Sub Committees.

2.16.5 Constraint on Membership

- a. No Sub Committee can have more than 4 Directors as members (to prevent the Sub Committee having a quorum on any subsequent Board discussion).

2.16.6 Responsibility and Authority of Sub Committees

- a. Sub Committees report to the Board through their Chair. They are responsible for meeting their terms of reference as shown elsewhere in these By-Laws.
- b. Sub Committees take a significant role in helping develop the future of the Club, and being involved in the implementation of related plans and budgets to achieve approved activities.
- c. Responsibility for the administration of Club employees and oversight of all Club financial matters rests with the General Manager.
- d. The General Manager will appoint the appropriate responsible Club employee to participate in Sub Committee business, and that person will be responsive to the Leader of the Sub Committee for the conduct of activities within the area of responsibility of the Sub Committee.
- e. Where the Club employee and leader of the Sub Committee cannot agree a particular issue, it will be resolved jointly by the President and Manager.

2.16.7 Role of Sub Committee Chair

- a. Chairs of each Sub Committee are responsible for:
 - i. focus of the Sub Committee on its responsibilities,
 - ii. development and distribution of the agenda,
 - iii. conduct of Sub Committee business,
 - iv. preparation of Minutes and follow up action as required, and
 - v. preparation of unambiguous recommendations arising from the meeting of the Sub Committee to be subsequently approved by the Board.

2.16.8 Frequency of Meetings

- a. The Chair of each Sub Committee has discretion as to how often each Sub Committee meets. Typically this would not be less than monthly so that the Board can be kept informed of its activities and work.
- b. If the frequency of meetings is greater than one month, the respective chair is to advise the Board and provide brief reasons.
- c. Sub Committees should set themselves a schedule and business program that permits effective integration of their responsibilities with development and oversight of the Club Business plan.
- d. Reports of Sub Committee business will be provided at each Board meeting as appropriate.

2.16.9 Sub Committee Agenda and Minutes

- a. Minutes should normally be circulated to Sub Committee members before adopting them as a final version.
- b. Agenda and Minutes are not available to other than members of the Sub Committee, the Board of Directors and staff as approved by the General Manager. They are to be treated as being confidential to Club business and be prominently marked on every page as CLUB-IN-CONFIDENCE.
- c. The President and General Manager are to be provided copies of all Agenda.

2.16.10 Sub Committee Minutes and Board Meetings

- a. The work of the Sub Committee is intended to relieve the Board from detailed work that is more effectively done by the Sub Committee.
- b. Finalised Minutes of Sub Committee meetings should be emailed to all Board members so that they have time to read the minutes before the Board meeting.
- c. Minutes of Sub Committee meetings are to have a clearly marked paragraph of Recommendations that avoids the need to select them from within the Minutes.
- d. Minutes of Sub Committees are not regarded as approved until the Board so decides.
- e. The Board meeting will typically only consider and approve/change/not approve the recommendations of Sub Committees, and in that context they become decisions taken by the Board on the advice it receives. In general, there will be no need for Chairs of Sub Committees to discuss details of matters contained within the body of the Minutes of their Sub Committee unless a Board member wishes to do so or the Chair of the Sub Committee advises to do so.

2.16.11 Sub Committees and Club Budget

- a. Sub Committees should identify where Club funds could be applied in the most cost effective manner to further the objectives of the Club within the area of responsibilities of the Sub Committee.
- b. The procedure to be followed is shown in By-Law 2.11.5d.

2.17 SUB COMMITTEES OF THE BOARD - COMPOSITION

2.17.1 Updated:

- a. 28 February 2011.

2.17.2 Golf Sub Committee

- a. Chair
 - i. Director of Golf (see By-Law 2.7.9).
- b. Membership
 - i. Director as appointed by the Board as Deputy Director of Golf.
 - ii. Vice-Captain
 - iii. 2 Directors appointed by the Board.
 - iv. Ladies Captain.
 - v. Golf Professional.
 - vi. Club Green Keeper.
 - vii. General Manager.
 - viii. Volunteer Coordinator (see By-Law 2.27.4).
- c. Responsibilities
 - i. Assist the Director of Golf in meeting their responsibility for making recommendations to the Board which ensures that golf business is conducted for the maximum commercial and social benefit of Club members. This includes liaison with:
 - Club Match Sub Committee
 - Ladies Match Sub Committee
 - 9 & 12 Holer Sub Committee
 - ii. Development and oversight of a continuous 3 year Club Golf Plan.
 - iii. Development and oversight of the annual program of works and estimated costs for progressive achievement of the Club Golf Plan.
 - iv. Ensuring that Volunteers and Club Management are completely aligned in their understanding of the utilisation of Volunteer support for Club objectives.
 - v. Effective oversight and coordination of Volunteer support for Course objectives.
 - vi. Oversight of Club compliance with applicable regulations in the training of Volunteers in OH&S matters, operation of plant and equipment, risk management etc as needed to ensure that maximum safe value is gained from their commitment.
 - vii. Recommending appropriate action to the Board of Directors.
 - viii. The Club Golf Plan is to be incorporated in the overall Club Business Plan.

2.17.3 Finance and Audit Sub Committee

- a. Chair
 - i. Club Treasurer (see By-Law 2.7.8).
- b. Membership
 - i. 2 Directors appointed by the Board.
 - ii. General Manager.
 - iii. A staff member nominated by the General Manager with responsibilities for Club accounts.
- c. Responsibilities
 - i. Assist the Treasurer in meeting their responsibility for making recommendations to the Board which ensures that the Board discharge its responsibilities to exercise due care, diligence and skill regarding management and reporting of financial information, application of accounting policies, and the internal audit process and risk management programs.
 - ii. Provide a formal forum for the General Manager (and Finance Manager if appointed) to communicate their day to day operational responsibility for financial management, compliance and control to a member of the Board.
 - iii. Review monthly the financial reports and analyse the financial performance of the Club.
 - iv. Advise the Board on the adequacy of the pricing policy and methods adopted by the Club.
 - v. In January and July each year, advise the Board on appropriate financial performance targets for each of the Club's business activities, and for this to be provided in time for incorporation in the annual budget planning cycle and quarterly financial review meetings.
 - vi. Review with the General Manager the preparation of the annual financial accounts.
 - vii. Recommend to the Board the signing of the annual financial accounts.
 - viii. Oversight the scope of the work and performance of the external Auditor.
 - ix. Assess the effectiveness of management information systems and other systems of internal control for financial performance of the Club.
 - x. Review the processes of the Club for compliance with laws and regulations relevant to finance, audit and risk management.
 - xi. Review the processes of the Club for compliance with all Commonwealth and State legislation regarding the conduct of business by the Club.
 - xii. Oversight the management of business risk within the Club.
 - xiii. Recommending appropriate action to the Board of Directors.

2.17.4 Match Sub Committee

- a. Chair
 - i. Club Captain
- b. Membership
 - i. Five to eight experienced golfers invited by the Captain to participate and approved by the Board.
 - ii. The Handicap Manager is usually a member of the Match Sub Committee.
 - iii. Any Club Member is eligible for the Match Sub Committee.
- c. Responsibilities
 - i. Construct the consolidated annual golf program for the Club and present it to the Board for its approval.
 - ii. Sets Conditions of Play prior to the event.
 - iii. Determines handicap divisions in which Club events will be played.
 - iv. Makes decisions regarding the interpretation of the Rules of Golf. (A player cannot be disqualified without reference to the Captain or a member of the match Sub Committee.)
 - v. Sets the conditions of play for competitions.
 - vi. Assist the Board of Directors in its responsibilities for ensuring that golf is promoted to younger people and being encouraged to take up and enjoy the game.
 - vii. Develop plans and institute programs facilitating the play of golf by junior players at the Club.
 - viii. Liaise and coordinate with other Sub Committees to ensure maximum opportunities are developed.
 - ix. Introduce and champion innovative methods for increasing participation by junior players in suitable social and competition golfing.
 - x. Recommending appropriate action to the Board of Directors.

2.17.5 Remuneration Sub Committee

- a. Chair
 - i. Treasurer
- b. Membership
 - i. Senior Vice President
 - ii. Junior Vice president
- c. Responsibilities
 - i. Assist the Board of Directors in the discharge of its responsibilities for ensuring that the General Manager and senior Managers are appropriately incentivised and rewarded for achieving high performance in their responsibilities.

- ii. Develop, review and keep up to date update the Club's approach to remuneration to ensure its contemporary relevance and that it adequately and satisfactorily rewards performance.
- iii. Establish for Board consideration the remuneration package and KPI for the General Manager.
- iv. In consultation with the General Manager, establish for Board consideration the remuneration packages and KPI's for other General Managers as shown in By-Law 2.13.3a.xiii.
- v. Research and be informed about market rates of pay for executive remuneration.
- vi. Be aware and advise the Board on compliance with any requirements that pertain to executive remuneration.
- vii. Report in June and December to the Board of Directors on all relevant matters in relation to its responsibilities.

2.18 OFFICER OF THE CLUB

2.18.1 Updated

- a. 1 July 2009.
- b. 8 December 2008.

2.18.2 Responsible Officer

- a. A responsible officer of the Club is a Director, Manager, or a person delegated by one of those individuals.

2.19 GOLF CAPTAIN

2.19.1 Updated

- a. 8 December 2008.

2.19.2 Selection Criteria

- a. The Captain should be an experienced player who knows the Rules of Golf.
- b. A person who can impart this knowledge politely and concisely.
- c. Is familiar with current Handicapping and Course Rating Systems.

2.19.3 Election of Captain

- a. Election of the Captain is conducted in the same manner for Directors as shown in the Rules.
- b. The position is open to playing Members of either gender.

2.19.4 Responsibilities

- a. Chairs the Match Sub Committee.
- b. Acquaints players and actively encourages participation in special events within the Club, including:

- i. Regional, State and national events.
- ii. Invitation Days, Open Days and their closing dates.
- c. Encourages new players, junior players and those who have lost form, being sympathetic to those whose game is not improving.
- d. Is attuned and receptive to the needs of Members.
- e. Uphold the best traditions of the game of golf in all circumstances.

2.20 CLUB PRIVACY

2.20.1 Updated

- a. 8 December 2008.

2.20.2 Club Policy

- a. The Club will meet its obligations under the Privacy Act 1988.
- b. Staff responsibilities are to be contained in the Club Staff Manual.

2.21 RESPONSIBLE CONDUCT OF GAMBLING

2.21.1 Updated

- a. 8 December 2008.

2.21.2 Club Policy

- a. The Club will adopt follow approved guidelines for the responsible conduct of gambling.
- b. Staff responsibilities are to be contained in the Club Staff Manual.

2.22 RESPONSIBLE SERVICE OF ALCOHOL

2.22.1 Updated

- a. 8 December 2008.

2.22.2 Club Policy

- a. The Club will follow approved guidelines for the responsible service of alcohol.
- b. The Club will uphold the law proscribing that persons who are deemed to be intoxicated are not to be served alcohol and are to be directed to leave our premises.
- c. Persons under 18 years of age are not to be served alcoholic beverages under any circumstance.
- d. Staff responsibilities are to be contained in the Club Staff Manual.

2.23 PREVENTION OF HARASSMENT AND DISCRIMINATION

2.23.1 Updated

- a. 8 December 2008.

2.23.2 Club Policy

- a. The Club will follow approved guidelines for the prevention of harassment and discrimination.
- b. Staff responsibilities are to be contained in the Club Staff Manual.

2.24 COMPLIMENTS, SUGGESTIONS AND COMPLAINTS REGARDING CLUB GOODS AND SERVICES

2.24.1 Updated

- a. 28 February 2011.
- b. 1 July 2009.
- c. 8 December 2008.

2.24.2 Club Policy

- a. Members and visitors who wish to make a compliment, suggestion or complaint about Club goods or services are requested to make them in writing on a form available from the main office outside desk. The completed form is to be placed in the locked container provided.
- b. Staff are to make Members and visitors aware of this facility should such an enquiry be raised with them.
- c. Personal information will be treated with complete confidentiality by the Club.
- d. Those completing a form will receive a letter from the General Manager of Club follow up action should they provide their contacts details.
- e. No Member shall reprimand any servant of the Club or a Club contractor.
- f. Complaints are of the gravest importance to our reputation and will be handled in a highly expeditious manner.

2.24.3 Complaints Management

- a. Any complaint against the General Manager shall be made in writing only to the Club President.
- b. Any complaint about a Director shall be made in writing only to the General Manager. The General Manager will liaise with the President over the matter.
- c. Any complaint about the President shall be made in writing to the General Manager who will use their discretion on how it will be managed. Should the matter be sufficiently serious, they shall brief the Senior Vice President and then discuss the matter with the President.
- d. Any complaint against any servant or Club contractor shall be made in writing to the President or General Manager.

- e. Complainants will be responded to by the General Manager at the time of receipt of the complaint. The response will address the complaint, be conciliatory, and contain an appropriate form of compensation if applicable. Complainants are to be asked if the Club response meets with their satisfaction, and alternative solutions developed if necessary. Where the matter requires further investigation it will also be handled in accordance with subsequent paragraphs.
- f. Complaints will normally be fully investigated and responded to by the General Manager within 7 days of receipt. The President is to be informed when this cannot occur and the reasons why not. A 'holding' reply is to be sent to the complainant when this occurs.
- g. No complaint is to take longer than 10 days from receipt to be fully dealt with and a reply sent to the complainant.
- h. The General Manager will maintain a Complaint and Compliments Register and brief the Board on details of the number and type of complaints and compliments received and action taken on a monthly basis. This is to include times taken for Club responses where applicable.
- i. The General Manager is to advise the President of any complaints as and when they arise, and brief the Board at its regular meetings on all matters being dealt with under this By-Law.

2.25 GRIEVANCE AND COMPLAINTS ABOUT DISCRIMINATION AND HARASSMENT

2.25.1 Updated

- a. 8 December 2008.

2.25.2 Club Policy

- a. The Club will follow approved guidelines on the treatment of grievance and complaints of discrimination and harassment.
- b. Complaints concerning harassment or discrimination should initially be discussed by staff with their supervisors or any Manager. Members should raise any concerns with the General Manager.
- c. Staff responsibilities are to be contained in the Club Staff Manual.

2.26 OCCUPATIONAL HEALTH AND SAFETY

2.26.1 Updated

- a. 8 December 2008.

2.26.2 Club Policy

- a. The Club will fully meet its obligations under the Occupational Health & Safety Act 2001.
- b. Staff responsibilities are to be contained in the Club Staff Manual.

2.27 VOLUNTEER SUPPORT TO THE GOLF COURSE

2.27.1 Updated

- a. 28 February 2011.
- b. 8 December 2008.

2.27.2 Course Volunteers

- a. Concept
 - i. Members of the Volunteer team are willing contributors to the sustainment and enhancement of the golf course.
 - ii. They assist the Course Superintendent to achieve a lot more for our Club than is achievable solely by the grounds staff.

2.27.3 Becoming a Volunteer

- a. Interested individuals or groups should join the Volunteers by contacting the Volunteer Coordinator.

2.27.4 Volunteer Coordinator

- a. The Volunteer Coordinator is a Member of the Club who has a determined interest and passion for improving the Golf Course.
- b. The position is generally one of considerable duration and the individual is selected by mutual agreement by those in the Volunteer group and approved by the Board.
- c. The Volunteer Coordinator is a member of the Golf Sub Committee (see By- Law 2.17.2).

2.27.5 How Volunteering Works

- i. Volunteer support in the Club is focussed on the golf course. In some circumstances, volunteers may be sought for other forms of assistance at the discretion of the Board of Directors.
- ii. The scheme is intended to allow Members of the Club to make a commitment to their golf course. It is flexible, tolerant and always open to suggested methods of improvement.
- iii. Men and women Members may join the Volunteers as individuals or as a group.
- iv. Social Members and playing Members are welcome.
- v. There is no limit to the number of Volunteers the Club may use in achieving its objectives.
- vi. The General Manager will provide an application form for each person. It is to be completed and returned to the Manager before participation can commence. The General Manager and Volunteers Coordinator will provide periodic briefings on safety and other matters applicable to the work environment.
- vii. Unfortunately, our insurance does not permit us to allow Volunteers for

this activity who are over 85 years of age.

- viii. On joining, people will be allocated to a new or existing group, or can decide to work as their own group if that is how they have volunteered.
- ix. Where possible, groups will be given specific areas to maintain or develop so that they can take some ownership. But ad hoc work will need to be scheduled to meet demand.
- x. Volunteers are responsible for their own provision of appropriate clothing commensurate with the support they are providing.
- xi. Use of personal tools is permitted on the understanding that damage or breakages will not be the responsibility of the Club.
- xii. Work activities will vary depending on the skills of individual Volunteers.
- xiii. Dates and times for groups or individuals to work is very flexible and will be managed overall by the Volunteer Coordinator.
- xiv. If we get enough Members volunteering, the Club will provide coloured team shirts for group Members.
- xv. On completion of their support, Volunteers will be provided with a complimentary voucher for refreshments in the Clubhouse.

2.27.6 Volunteer Coordination

- a. Management of Volunteer involvement in Club activities will be through the Course Volunteers Coordinator. Applications to join the Volunteers are always welcome and enquiries in the first instance should be made to the Coordinator.

2.27.7 OH&S Compliance

- a. In providing their support, volunteers must comply with applicable Occupational Health and Safety arrangements as set by Club management.
- b. Volunteers for work of a demanding physical nature who are not considered suitable will be asked to consider a different form of volunteer support effort.
- c. The General Manager in coordination with the Volunteers Coordinator has oversight of applicable OH&S issues.

2.28 MAJOR CAPITAL WORKS³

2.28.1 Updated

- a. 8 December 2008.

2.28.2 Definition

- a. Major capital works are those which:
 - i. are estimated to have a capital cost in excess of \$50,000,
 - ii. involve complex or specialised issues or untried technology, or
 - iii. are unique to the Club.

³ Adapted from Clubs NSW Guidelines July 2008.

- b. Investments of a lesser value may be made subject to these processes if the Board is sufficiently concerned at the risk of the proposed investment.

2.28.3 Principles

- a. Major capital works will be commissioned and implemented in the best interests of Club Members in line with these principles:
 - i. Projects should be properly researched and analysed in respect to market feasibility and the long term strategic position of the Club.
 - ii. Projects should be properly defined, documented, cost planned and approved.
 - iii. Projects should be subject to appropriate contracts with the chosen supplier.
 - iv. Legal advice will be sought on contracts associated with major capital works.
 - v. Club Members should be provided information and given opportunities to comment at regular intervals during the planning and execution of major capital works projects.
 - vi. The Board will act diligently and in the best interests of Club Members in approving and overseeing major capital works projects.
 - vii. Directors will avoid any conflicts of interest in relation to a capital works project of the Club.
 - viii. Proper processes will be used to appoint third parties.
 - ix. Where non-price criteria are used to select these third parties, these criteria will be documented.
 - x. Legal requirements should be adhered to.
- b. All major capital works projects will be properly defined by the General Manager. This includes:
 - i. an initial brief,
 - ii. conceptual options with approximate cost estimates, and
 - iii. early feasibility analysis.
- c. The systematic appraisal of all major capital works projects helps ensure the best choices are made and the best value for money is obtained.
- d. Before embarking on major capital works projects, Directors and management will carefully consider and document their justification for planned expenditure.
- e. It is not enough to be satisfied the investment is justified in terms of need; it is also necessary to ensure that it produces its planned benefits to Club Members and the wider community.
- f. The preliminary appraisal will include a clear statement of the need which the project is designed to meet and how this will be achieved. It should identify all realistic options, including the option of doing nothing and, where possible, quantify the key elements of all options. It should assess the costs and benefits

of all options, identify the preferred one, and recommend whether its benefits are sufficient to warrant incurring the costs. Costs include the initial capital cost and the ongoing costs generated by the use of the capital asset.

- g. All involved in the appraisal and management of projects are to guard against the danger that when a project is mooted, it is given a degree of premature commitment. A sequence of considered decisions will lead to progressively greater commitment of resources, but an irrevocable commitment to proceed will only be made after all appraisal stages have been satisfactorily completed and final approval obtained by the Board.

2.28.4 Project Management

- a. Unless otherwise agreed to by the Board, the Club will not act as its own project manager for major capital works.

2.29 MEDIA RELATIONS

2.29.1 Updated

- a. 28 February 2011.

2.29.2 Contact with Media

- a. The media has a job to report on matters they believe are of public interest; they do not generally do any favours for anyone. Like us, they have a business to run. Our reputation can be enhanced or damaged by the way we deal with the media.
- b. The President and General Manager are the only persons authorised to deal with the media regarding any Club matter.
- c. All normal contact with the media is to be by the General Manager.
- d. Board members in the company of media representatives should always guard against being indiscrete and offering gratuitous advice on any subject associated with the Club and its business interests. This guidance is relevant no matter how friendly the media individual is or how minor the media person is attempting to portray their interest.
- e. Any Board member approached by the media, no matter how trivial the matter may seem, is to immediately report the fact to the President and the General Manager. (It would be very helpful to record any contact details of the media persons involved.)
- f. The General Manager is to liaise with media for the benefit of promoting the Club in the most positive manner. No criticism is to be offered of any other party in so doing.
- g. Use of email, the web and social media using web technology are included in this policy of media contact – in that they constitute information made available by the Club which needs to be properly authorised.
- h. Members with sporting responsibilities are authorised to provide the local media with the results of competitions, but may not make comments about anything or person that can be construed as being critical.

2.29.3 Issues Management

- a. The General Manager is to immediately alert the Board to any issue/event that is likely to result in critical reporting of the Club by the media.
- b. In the first instance, the President and General Manager will confer on how best to deal with the issue, which may include a variety of strategies to minimise reputation damage while not creating a worse situation.
- c. The Board will be convened to discuss matters which look as if they will become worse or to apprise Board members of circumstances as they evolve.

3 SECTION 3: MEMBERSHIP BY-LAWS

3.1 MEMBERSHIP

3.1.1 Updated

- a. 8 December 2008.

3.1.2 Categories of Members

- a. Membership categories are as shown in the Rules.

3.1.3 Selection of Members

- a. Any full Member may propose or second the nomination form of Membership applicants.
- b. The election of a Member must be by unanimous decision of the Board Members present.
- c. With the exception of nominees rejected in a previous ballot, applicants for Membership who have paid any applicable entrance fee and subscription are entitled to the privileges of membership applied for, but may not sign in guests or nominate or second another person for membership, until their application is accepted by the Board.
- d. Persons rejected in a Membership ballot cannot re-apply during the current term of the current Board (i.e. 12 months).
- e. Any person who has been rejected as a candidate for membership, or who has been expelled from the Club, or whose name has been erased from the Register of Members for non-payment of subscriptions, shall not be eligible to be admitted as a visitor.
- f. In accordance with the Rules of the Club, and the registered Clubs Act, proof of address is required to be admitted as a Temporary Member.

3.1.4 Visitors

- a. Non-Members residing within a radius of 5km from the Clubhouse are permitted to visit the Club no more than three times during a calendar year.

3.1.5 Identification

- a. Members must produce evidence of membership when requested by a responsible officer.
- b. Any Member found lending his or her membership identification to another person shall be suspended.

3.1.6 Purchases

- a. All normal purchases for consumables or Club services are to be settled on the day they are made or provided. No Member shall incur a debt to the Club.
- b. Arrangements for functions are to be arranged and managed in accordance with conditions set by the General Manager.

3.2 DEFERRAL OF MEMBERSHIP

3.2.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.

3.2.2 Purpose

- a. This By-Law permits members to suspend their playing category membership subscriptions while they are travelling or undergoing medical treatment for three months or more.
- b. When a Member is unable to play golf for a period of three months or more, and on application by the Member to the Board, the Club will approve the following:
 - i. Transfer the member to the social member category.
 - ii. Credit the remainder of the member's subscription to his membership account.
 - iii. Annually renew the members social membership by deducting from the amount credited or paid separately as the member prefers.
- c. When the member makes application to resume a playing category of membership, the Board will approve:
 - i. Transfer of the member to the playing category they have chosen.
 - ii. Deduct the subscription credited to his membership account from the amount payable for payment toward renewal to the membership category chosen.

3.3 DECEASED MEMBERS

3.3.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.

3.3.2 Club Respects

- a. When a Club member becomes deceased, the Club will:
 - i. Send a letter of condolence to their nominated family.
 - ii. Pay a \$100 donation to their nominated charity.
 - iii. Pro rata refund their subscriptions to their nominated beneficiary.
 - iv. Fly the National Flag at half-mast on the date of passing away of the

Member.

- v. Fly the National Flag at half-mast from opening of the Club to sunset on day of their funeral and the conduct of any ceremony held in the Club.
- vi. Permit scattering of ashes ceremonies at the location requested by the family and make a donation of \$100 toward any memorial function held in the Clubhouse.

3.4 MEMBERSHIP BENEFITS

3.4.1 Updated

- a. 18 February 2010.
- b. 1 July 2009.

3.4.2 Benefits

- a. Benefits of membership are shown in Table 5.

<i>MEMBERSHIP CATEGORY</i>	Full	Playing	Non Handicap	J <18	Juniors>18<23	Social
BENEFITS						
Handicap						
Eligible for Narooma Handicap	Y	N	N	Y	Y	N
Narooma Home Handicap	Y	N	N	Y	Y	N
External Handicap	Y	Y	N	N	N	N
Days						
Mon, Tues, Fri	Y	Y+	Y^	Y	Y	N
Wed, Thur	Y	Y+	N	Y	Y	N
Sat	Y	Y+	Y*	Y	Y	N
Sun	Y	Y+	Y**	Y	Y	N
Public Holiday	Y	Y+	Y**	Y	Y	N
1 Guest @ 60%	Y	N	N	N	N	N
Social Round (Non Comp 6, 9 or 18 holes)						
Mon - Fri (Practice)	Y	Y	Y^	Y	Y	N
Sat-Sun	Y	Y	Y*	Y	Y	N
Public Hols	Y	Y	Y*	Y	Y	N
Competition						
Mon Ladies	Y	Y	N	Y	Y	N
Ladies 9 Hole Comp	Y	Y	Y	Y	Y	N
Tues Men 12 Comp	Y	Y	Y	Y	Y	N
Wed Ladies	Y	Y	N	Y	Y	N
Wed Ladies 9 Hole	Y	Y	Y	Y	Y	N
Thurs Men	Y	Y	N	Y	Y	N
Fri Mixed	Y	Y	Y	Y	Y	N
Sat	Y	Y	N	Y	Y	N
Tournament						
Ladies Seahorse	Y@	Y@	N	Y@	Y@	N
Ladies Open	Y@	Y@	N	Y@	Y@	N

Men's Seahorse	Y@	Y@	N	Y@	Y@	N
Men's Open	Y@	Y@	N	Y@	Y@	N
Other						
Board Member	Y	N	N	N	N	N
Member Discount	Y	Y	Y	Y	Y	Y
If a non-handicap golfing member wishes to play in normal 18 hole <i>Competition</i> they pay non-member fees.						

Legend for Membership Table

Symbol	Meaning
+	Plus fee set by Board
*	Outside competition times & 50% green fee
**	50% green fee
^	Outside competition times
@	Conditions of play & fees apply

Table 5: Membership Benefits

3.5 CLUB FEES

3.5.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.

3.5.2 Changes to Fees

- a. The Board will review fees as part of its overall budget management practices to ensure that the Club is priced in a competitive manner and that it is providing good value for money to its Members and visitors.

3.5.3 Promulgation of Fees

- a. Club fees will be set by the Board of Directors and promulgated from time to time.

3.6 RECOGNITION OF CLUB MEMBERS

3.6.1 Updated

- a. 18 February 2010.

3.6.2 Types of Recognition

- a. Club Members may receive special recognition and benefits through being chosen as:
 - i. Life Members of the Club, or
 - ii. Club Member of the year.

3.6.3 Announcement of Recognition

- a. Proposals for Life Membership will normally be put to Members at the Annual General Meeting.
- b. Announcement of Club Member of the Year will be made by the President at the Club's annual presentation ceremony.

3.7 LIFE MEMBERSHIP

3.7.1 Updated

- a. 18 February 2010.

3.7.2 Club Rules

- a. Club Rule 22 provides for any category of Member to be elected to Life Membership at a general meeting. No more than two shall be made Life Members in anyone year.

3.7.3 Purpose

- a. The purpose of this By-Law is to establish a process by which potential Life Members can be selected.
- b. There may be some years where no award is made.

3.7.4 Nominations

- a. Nominations for Life Membership are able to be made for any financial Member of the Club who is in any category of Membership.
- b. Nominations for the award may be from any:
 - i. financial Member of the Club,
 - ii. employee of the Club, or
 - iii. Sub Committee of the Club.

3.7.5 Criteria

- a. The criterion for award of Life Membership is that they have 'rendered long or meritorious service to the Club'⁴.

3.7.6 Selection Process

- a. Nominations may be made at any time during the year until the second Tuesday in June (to enable Board consideration in July for presentation at the normal August AGM).
- b. Those entitled to nominate are to do so on the form available from the office which will require them to also give their own name and Membership number if applicable.
- c. Only one nomination can be made by those eligible to nominate until awards are announced, at which time they can nominate the same person or another person as they wish.

⁴ Club Rule 22

- d. Those nominating are not obliged to tell the person who they are nominating.
- e. Nominations will be held continuously in a confidential manner by the General Manager.
- f. When nominations close, the General Manager will provide the President with a list of nominees and their number of votes. The Board will take into account Members who were not previously selected but have been nominated a number of times. If a Member of the Board is on the list of nominees, the Director concerned will not participate in the selection process.
- g. Those to be recognised and awarded following agreement at the general meeting will be decided by the Board of Directors and no correspondence will be entered in to concerning the decision.

3.7.7 Benefits

- a. Life Membership has the following benefits:
 - i. Relieved of payment of any subscription or levies but shall have all the rights and privileges of membership held immediately prior to election to Life Membership.⁵
 - ii. Name to be placed on the Honour Board.

3.8 CLUB MEMBER OF THE YEAR

3.8.1 Updated

- a. 18 February 2010.

3.8.2 Purpose

- a. The purpose of this By-Law is to allow for recognition of an individual who has made a significant contribution to the Club in the past year.

3.8.3 Nominations

- a. Nominations for Club Member of the Year are able to be made for any financial Member of the Club who is in any category of Membership.
- b. Nominations for the award may be from:
 - i. any financial Member of the Club,
 - ii. any employee of the Club, or
 - iii. any Sub Committee of the Club.

3.8.4 Criteria

- a. The criteria for award of Club Member of the Year are as follows:
 - i. Has been a Member of the Club for at least 5 continuous years.
 - ii. Made a significant contribution to the Club through selfless service and dedication to the ethos of the Club and its Members over the past 12 months or more.

⁵ Club Rule 23.

- iii. Has not been disciplined by the Club or otherwise brought the Club into disrepute.
- iv. Is a person that Members would be proud to see invested in such a group.

3.8.5 Selection Process

- a. Nominations may be made at any time during the year until second Tuesday in October (to enable Board consideration).
- b. Those entitled to nominate are to do so on the form available from the office which will require them to also give their own name and Membership number.
- c. Only one nomination can be made by those eligible to nominate until awards are announced, at which time they can nominate the same person or another person as they wish.
- d. Those nominating are not obliged to tell the person who they are nominating.
- e. Nominations will be held continuously in a confidential manner by the General Manager.
- f. When nominations close, the General Manager will provide the President with a list of nominees and their number of votes. The Board will take into account Members who were not previously selected but have been nominated a number of times. If a Member of the Board is on the list of nominees, the Director concerned will not participate in the selection process.
- g. Those to be recognised and awarded will be decided by the Board of Directors and no correspondence will be entered in to concerning the decision.

3.8.6 Benefits

- a. Club Member of the Year has the following benefits:
 - i. Presentation of the Seahorse perpetual trophy.
 - ii. Provision of a \$100 voucher for expenditure in the Club.

3.9 RECOGNITION OF CLUB STAFF MEMBERS

3.9.1 Updated

- a. 18 February 2010.

3.9.2 Types of Recognition

- a. Club Staff Members may receive special recognition and benefits through being chosen as:
 - i. Club Staff Member of the Month, and
 - ii. Club Staff Member of the Year.

3.9.3 Announcement of Recognition

- a. Announcement of the Club Staff Member of the month will be made by the President or Manager on the last Thursday of the month at 6pm.
- b. Announcement of the Club Staff Member of the year will be made by the President at the Club's annual presentation ceremony.

3.10 CLUB STAFF MEMBER OF THE MONTH

3.10.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.

3.10.2 Purpose

- a. The purpose of this By-Law is to allow for recognition of a Club Staff Member who has made the biggest contribution to the Club in the preceding month.

3.10.3 Nominations

- a. Each month, one Staff Member of the Club may be chosen as the Staff Member of the month.
- b. There may be some months where no award is made.

3.10.4 Nominations

- a. Nominations for the Staff Member of the month are able to be made for any Staff Member of the Club who works in any part of the Club in any capacity.
- b. Nominations for the award may be from:
 - i. any financial Member of the Club,
 - ii. any employee of the Club,
 - iii. any Sub Committee of the Club, or
 - iv. any visitor to the Club.

3.10.5 Criteria

- a. The criteria for award of Club Staff Member of the Month is as follows:
 - i. Has demonstrated their commitment to excellent customer service throughout the month.
 - ii. Has demonstrated their support to the ethos of the Club and its Members and visitors.
 - iii. Always acts with honesty and ethical behaviour.
 - iv. Uses their initiative to overcome problems and delivers excellent results regardless.
 - v. Brings good ideas to work.
 - vi. Can be relied upon to always do a good job.
 - vii. Is a strong member of the Club team.
 - viii. Has not been disciplined by the Club or otherwise brought the Club into disrepute.

3.10.6 Selection Process

- a. Section Managers nominated by the General Manager are to coordinate nominations from their respective areas of responsibility and be able to make recommendations to the General Manager at the meeting where the individual is chosen.
- b. Nominations may be made at any time during the month until two days before the monthly presentation ceremony.
- c. Those entitled to nominate are to do so on the form available from the office which will require them to also give their own name.
- d. Only one nomination can be made by those eligible to nominate until awards are announced, at which time they can nominate the same person or another person as they wish.
- e. Those nominating are not obliged to tell the person who they are nominating.
- f. Nominations will be held continuously in a confidential manner by the General Manager.
- g. When nominations close, the General Manager will provide the President with a list of nominees and their number of votes.
- h. The President and Manager will decide who is to be recognised. They will take into account Staff Members who were not previously selected but have been nominated a number of times.
- i. If the General Manager is nominated, the President and another Member of the Board will decide the outcome.
- j. No correspondence will be entered in to concerning the decision.

3.10.7 Benefits

- a. Club Staff Member of the Month has the following benefits:
 - i. \$50 voucher to be spent in the Club.

3.11 CLUB STAFF MEMBER OF THE YEAR

3.11.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.

3.11.2 Purpose

- a. The purpose of this By-Law is to permit recognition of the Club Staff Member who has made the most significant contribution to the Club in the preceding year.

3.11.3 Nominations

- a. Nominations for the Club Staff Member of the Year are able to be made for any Staff Member of the Club who works in any part of the Club in any capacity.
- b. Nominations for the award may be from:
 - i. any financial Member of the Club,

- ii. any employee of the Club, or
- iii. any Sub Committee of the Club.

3.11.4 Criteria

- a. The criteria for award of Club Staff Member of the Year is as follows:
 - i. Has demonstrated their commitment to excellent customer service throughout the year.
 - ii. Has demonstrated their support to the ethos of the Club and its Members and visitors.
 - iii. Always acts with honesty and ethical behaviour.
 - iv. Uses their initiative to overcome problems and delivers excellent results regardless.
 - v. Brings good ideas to work.
 - vi. Can be relied upon to always do a good job.
 - vii. Is a strong Member of the Club team.
 - viii. Is a person Members and Staff are proud to have as a Member of Club Staff.
 - ix. Has not been disciplined by the Club or otherwise brought the Club into disrepute.

3.11.5 Club Staff Member of the Year Selection Process

- a. Section Managers nominated by the General Manager are to coordinate nominations from their respective areas of responsibility and be able to make recommendations to the General Manager at the meeting where the individual is chosen.
- b. Nominations may be made at any time during the year until second Tuesday in October (to enable Board consideration).
- c. Those entitled to nominate are to do so on the form available from the office which will require them to also give their own name.
- d. Only one nomination can be made by those eligible to nominate until awards are announced, at which time they can nominate the same person or another person as they wish.
- e. Those nominating are not obliged to tell the person who they are nominating.
- f. Nominations will be held continuously in a confidential manner by the General Manager.
- g. When nominations close, the General Manager will provide the President with a list of nominees and their number of votes. The Board will take into account Club Staff Members who were not previously selected but have been nominated a number of times. If the General Manager is on the list of nominees, the General Manager will not participate in the selection process.

- h. The Club Staff Member to be recognised and awarded will be decided by the Board of Directors and no correspondence will be entered in to concerning the decision.

3.11.6 Benefits

- a. Club Staff Member of the Year has the following benefits:
 - i. Provision of a \$200 voucher for expenditure in the Club.

3.12 GENERAL REGULATIONS

3.12.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.
- d. 8 December 2008.

3.12.2 Trading Hours

- a. As decided from time to time and posted on the Club Notice Board by the General Manager.

3.12.3 Catering and Bar Hours

- a. As decided from time to time and posted on the Club Notice Board.

3.12.4 Intoxication And Disorderly Behaviour

- a. Any Member or visitor exhibiting signs of intoxication displaying disorderly or aggressive behaviour and/or using abusive language on the Club Premises, shall be refused further service of alcohol, and as necessary, requested to leave by the General Manager or a responsible officer.
- b. No intoxicated person shall be allowed onto the premises.
- c. Any Member who causes complaint may be suspended from all Club privileges.

3.12.5 Smoking

- a. Smoking is not permitted in any part of the interior of the Club.
- b. Smoking is permitted in designated areas of the exterior of the Club.

3.12.6 Appearance Before The Board

- a. A Member cited to appear before the Board for alleged misconduct in the Club must be notified promptly by the General Manager by certified mail.
- b. In the event of a Member choosing not to appear before the Board at the appointed time, the Board shall take into account the information it has available and make an appropriate determination. Such determinations will be notified to the Member by certified mail.

3.12.7 Betting and Gambling

- a. No part of the Club Premises shall be used for the purpose of organised betting or gambling or the playing of any games which are considered by the Board of

Directors to be injurious to the interest of the Club.

3.12.8 How to Vote

- a. No Member or visitor shall distribute or circulate "How to Vote" tickets or other electioneering material within the Clubhouse or the confines of the golf course, or Club car park.
- b. The holding of meetings in the Club for the purpose of Members introducing themselves to respective groups in the Club is permitted with permission of the General Manager. Such meetings are to be conducted in a polite and dignified manner.

3.12.9 Meetings

- a. Meetings of any description, other than Board or Sub Committee meetings are not to be arranged without the approval of the General Manager.

3.12.10 Advertising

- a. No advertising of any kind is permissible in or on the Club's property without the consent of the General Manager.

3.12.11 Removal of Club Property

- a. Members shall not take away from the Club premises any article or property of the Club without permission of the General Manager, or a person delegated by the General Manager to give such permission.

3.12.12 Car Parking

- a. Restrictions must be observed.

3.12.13 Animals

- a. Members and visitors are not allowed to bring dogs, (other than Seeing Eye dogs), or other animals into the Club premises without the permission of the General Manager.

3.12.14 Seahorse Dollars and Membership Card Points

- a. Points accrued from purchases are a loyalty mechanism of rewarding people for purchases in the Club, but they do not replace or substitute for primary expenditure by members and visitors on which the Club relies for revenue.
- b. Seahorse dollars are a Club facility which enables Members to use their points for purchase of a variety of goods.
- c. The following instructions apply:
 - i. All Club members' cards will be zeroed at the end of April.
 - ii. Cash will be added to a member's card in the form of points by the Club in accordance with the determination for renewal of membership as decided by the Board of Directors.
 - iii. Voucher prizes will be added (by the office) to a member's card as equivalent points. Visitors will be entitled to use winning vouchers in the Club.
 - iv. Vouchers added to a member's card will have no expiry date except as

related to the need to redeem all points before the end of April each year.

- v. Member's winning vouchers from Club promotions will have the value of those vouchers added to their card as points.
- vi. Members can use points on their card in the Club at any purchasing facility where Seahorse dollars are accepted (cards will be swiped and deducted in the Pro shop and the office provided with details).
- vii. All or some points on a member's card can be redeemed as Seahorse dollars or a voucher at any time on the rate of 100 points - \$1 Seahorse dollar. This can be done at the office during the week and in the office by the duty bar supervisor on weekends.
- viii. Seahorse dollars can be added to a member's card at any time on the basis that \$1 Seahorse = 100 points. This can be done at the office during the week and in the office by the duty bar supervisor on weekends.
- ix. Cash can be added to a member's card by a member at any time and will be converted to points at 1 cent = 1 point. A receipt will be provided by the Club. This will be done at the office during the week and in the office by the duty bar supervisor on weekends.
- x. Members must redeem all of their points before the end of April or they will be forfeited.
- xi. (This means that members can redeem all of their points prior to the end of April as either a voucher or Seahorse dollars and have them re-credited to their card at the beginning of May. Those who do not use this option will forfeit their points.)
- xii. Seahorse dollars and/or points can be converted to vouchers specific to the Club accredited business at which it will be used. This will be done at the office during the week and in the office by the duty bar supervisor on weekends.
- xiii. Seahorse dollars are only valid for the year in which they are issued and cannot be used or redeemed otherwise beyond that time. Seahorse dollars are to have a date validity period stamped on them by the Club.
- xiv. Seahorse dollars or points cannot be used for:
 - membership renewal,
 - conversion to cash, or
 - gaming.

3.12.15 Club Official Notice Board

- a. The Club Official Notice Board is that affixed to the wall in the Member's Lounge adjacent to the Match Committee Room. It is only to be used for official notices affecting Club Members.
- b. The General Manager may remove any notice considered inappropriate.
- c. Notices are to be removed by the General Manager after a reasonable period of time by and typically not more than one month from the date of posting on the board.

4 SECTION 4: SUB CLUB BY-LAWS

4.1 SUB CLUBS

4.1.1 Updated

- a. 28 February 2011.

4.1.2 Purposes of Sub Clubs

- a. Sub Clubs of the Narooma Golf Club may be formed for the enjoyment by Club members where they desire to regulate and manage their own activities in a manner that meets their particular needs.
- b. Where members of the Club want to use Club facilities for meetings on a regular basis but do not wish to form a Sub Club, they should seek advice and make arrangements with the General Manager in accordance with By-Law 3.12.9. Such activities are not to involve the election of office bearers.

4.2 FORMATION OF SUB CLUBS

4.2.1 Updated

- a. 28 February 2011.

4.2.2 Application to Form a Sub Club

- a. Applications to form a Sub Club of the Narooma Golf Club are to be made in writing to the Board of Directors.
- b. The General Manager will provide general guidance to those making application.
- c. The application must clearly state the intended objectives of the Sub Club and how it will be administered, including addressing the requirements incorporated in this Section of Club By-Laws. (The By-Laws associated with Lady Members Golf can be used as a framework – see By-Law 4.8.)

4.2.3 Approval to Form a Sub Club

- a. The Board of Directors will authorise Sub Clubs to operate as part of the Narooma Golf Club provided they:
 - i. Comply with the Rules of the Club for their formation and operation.
 - ii. Are judged by the Board to offer worthwhile benefits to Club members.
 - iii. Are judged by the Board to be capable of administering themselves in accordance with Club By-Laws.
 - iv. Are judged by the Board to result in both the Sub Club and Golf Club deriving mutual benefits.
- b. Formation of a Sub Club is to be recorded in the applicable Club Annual Report.

4.3 DISSOLUTION OF SUB CLUBS

4.3.1 Updated

- a. 28 February 2011.

4.3.2 Authority of Board of Directors to Dissolve Sub Clubs

- a. The Board of Directors may order the dissolution of any Sub Club operating in the Club should that Sub Club not comply with the instructions of the Board of Directors.
- b. Where dissolution is ordered, office holders of the Sub Club will remain accountable for all matters associated with the Sub Club until the Board of Directors are satisfied that all appropriate action has been taken to properly wind up the operations of the Sub Club.

4.3.3 Application to Dissolve a Sub Club

- a. Applications to dissolve a Sub Club are to be made in writing to the Board of Directors by the President/Captain/designated leader of the Sub Club.
- b. Reasons are to be provided as to why the application is being made.
- c. Approval to dissolve the Sub Club will be given by the Board of Directors provided that:
 - i. The records of the Sub Club are in order.
 - ii. There are no outstanding debts owed by the Sub Club or its members.
- d. Where approval is given to dissolve the Sub Club, its office holders will remain accountable for any necessary matters until the next audit of the Club is completed and there are no matters outstanding.

4.3.4 Record of Dissolution

- a. Dissolution of the Sub Club is to be recorded in the applicable Club Annual Report.

4.4 ADMINISTRATION OF SUB CLUBS

4.4.1 Updated

- a. 28 February 2011.

4.4.2 Requirements

- a. Sub Clubs are required to keep the following records and produce them for inspection as periodically required by the Board of Directors:
 - i. The agenda and associated minutes of properly constituted meetings.
 - ii. Bank account information and the detailed record of all transactions involving money.
 - iii. Notice for the election of office holders and subsequent election results.

4.4.3 Financial Accountability

- a. The Treasurer of the Sub Club will be held personally accountable for the financial records of the Sub Club and liable for all its funds should any discrepancy be found.

4.5 AUTHORISED SUB CLUBS

4.5.1 Updated

- a. 28 February 2011.

4.5.2 Authorised Sub Clubs

- a. The following Sub Clubs are authorised to operate and conduct their business in the Narooma Golf Club:
 - i. Lady Golfing Members
 - ii. Ladies and Men's 9 and 12 Hole Members

4.6 APPLICATION OF CLUB RULES AND BY-LAWS TO SUB CLUBS

4.6.1 Updated

- a. 28 February 2011.

4.6.2 Applicability

- a. The Rules of the Narooma Golf Club and By-Laws made by the Board of Directors apply to all Sub Clubs of the Narooma Golf Club.

4.6.3 Sub Club By-Laws

- a. New or changes to the By-Laws pertaining to the operation of a Sub Club may be proposed by each Sub Club for approval by the Board and incorporation in the By-Laws of the Narooma Golf Club.
- b. By-Laws of all Sub Clubs will be incorporated in the By-Laws of the Narooma Golf Club.

4.7 MEMBERSHIP OF SUB CLUBS

4.7.1 Updated

- a. 28 February 2011.

4.7.2 Membership Requirement

- a. All members of Sub Clubs are required to be fully financial members of the Narooma Golf Club and be of the appropriate category of membership for the purpose of the Sub Club.

4.8 LADY MEMBERS GOLF

4.8.1 Updated

- a. 28 February 2011.

4.8.2 Objectives of Lady Golfing Member Sub Club

- a. To further the objectives of the game of golf.
- b. To increase the fellowship of Narooma Lady Golfers.
- c. To contribute to the enhancement of the Narooma Golf Club.

4.8.3 Election of Office Bearers

- a. Office bearers are to be elected on an annual basis through a ballot system at an Annual General Meeting of Lady Golfers held at the Narooma Golf Club in October each year.
- b. All financial Lady Golfers are eligible to stand for election as an office bearer.
- c. There is no restriction on the number of times an individual can be elected.

4.8.4 Office Bearers

- a. Office bearers may be elected for the following positions:
 - i. President.
 - ii. Captain.
 - iii. Secretary.
 - iv. Treasurer.
 - v. Handicap Manager.
- b. The following non-office-bearers are also elected by members at the AGM. Their responsibilities will be as directed by the President and Captain as appropriate:
 - i. Vice-President.
 - ii. Social Convenor.
 - iii. Far South Coast Delegate Representative.
 - iv. Additional committee members (as required).
 - v. Veterans golf delegate.
 - vi. Publicity Officer.

4.8.5 Appointment of Assistants

- a. The newly elected committee will hold a meeting immediately following the AGM and appoint assistants to the roles of:
 - i. Lady Vice-Captain.
 - ii. Handicap assistant.

4.8.6 Role of President

- a. Attributes:
 - i. Has a good knowledge of the Club Rules and By-Laws of the Narooma Golf Club.
 - ii. A person who encourages participation by all members in the objectives of Ladies Golf.
 - iii. A person who is respected and brings credit to Ladies golf.
- b. Responsibilities:
 - i. Chair meetings.
 - ii. Act as social director.
 - iii. Ensure effective communications with club members.
 - iv. Determine and enforce dress regulations as applicable.
 - v. Public relations as applicable.
 - vi. Regular sharing of information with the Captain.
 - vii. Responsible for provision of reports as required.
 - viii. Is an ex-officio member of all Lady Sub Committees (but is not required to attend all meetings).

4.8.7 Role of Captain

- a. Attributes:
 - i. Has a good knowledge of the Club Rules and By-Laws of the Narooma Golf Club.
 - ii. A person who encourages participation by all members in the objectives of Ladies Golf.
 - iii. A person who is respected and brings credit to Ladies golf.
 - iv. An experienced golfer and considerate of the needs of all the Lady golfers.
- b. Responsibilities
 - i. The year's golf program, all competitions and conditions of play (in conjunction with the Match Sub Committee).
 - ii. Development of Player (clinics, rules and integration of new players into the membership body).
 - iii. Course rating and handicapping. (With the Club Captain notifying the state body of any changes to the course rating.)
 - iv. Public relations as appropriate (keeping the General Manager informed).
 - v. Liaise with district, state and national bodies for both men as women as appropriate.
 - vi. Regularly share information with the President.
 - vii. Responsible for provision of reports as required.

4.8.8 Role of Secretary

- a. Attributes:
 - i. Has a good knowledge of the Club Rules and By-Laws of the Narooma Golf Club.
 - ii. Has knowledge of the requirements of each competition.
 - iii. A person who is respected and brings credit to Ladies golf.
- b. Responsibilities
 - i. Ensure accurate minutes are recorded of meetings.
 - ii. Manage correspondence ensuring relevant members are supported.
 - iii. Notify members of competitions and other events.
 - iv. Work with the Captain, President and any other Sub Committee as appropriate.

4.8.9 Role of Treasurer

- a. Attributes:
 - i. Has a good knowledge of the Club Rules and By-Laws of the Narooma Golf Club.
 - ii. A person who is respected and brings credit to Ladies golf.
 - iii. Is scrupulously honest.
- b. Responsibilities
 - i. For all matters associated with Ladies funds as shown in By-Law 0.

4.8.10 Role of Handicap Manager

- a. Attributes:
 - i. Has a very good knowledge of the rules of golf.
 - ii. Has a very good knowledge of GolfLink.
 - iii. Has a good knowledge of golfers in the club.
 - iv. A person who is respected and brings credit to Ladies golf.
 - v. Is scrupulously honest.
- b. Responsibilities
 - i. Work with other club representatives to ensure proper management of Ladies handicaps.
 - ii. Oversight the management and correct recording of player scores.
 - iii. Notify players when their handicap changes.
 - iv. Assist the Captain as required in the rating of the course.

4.8.11 Lady's Committees

- a. The following committees may be formed:
 - i. Ladies Golf Club Committee.
 - ii. Ladies Match Sub Committee.
 - iii. Ad-hoc temporary Sub Committees as required.

4.8.12 Ladies Golf Club Committee

- a. Chair
 - i. Ladies President
- b. Membership
 - i. Permanent members as elected at the AGM as shown in 4.8.4a.
- c. Quorum
 - i. A quorum of 5 is required to pass resolutions.
- d. Responsibilities
 - i. To plan and conduct the Ladies golfing program.
 - ii. To advise the Board of Directors when there are opportunities to enhance the operation of the Narooma Golf Club.
 - iii. To ensure the proper administration of Lady's golfing matters.

4.8.13 Lady Match Sub Committee

- a. Chair:
 - i. Ladies Captain
- b. Membership - members must have a good knowledge of the rules and technical aspects of the game:
 - i. Vice-Captain.
 - ii. Handicap Manager.
 - iii. Others as invited by the Ladies Captain after the AGM.
- c. Responsibilities:
 - i. Monitor and review events and programs.
 - ii. Set competitions and conditions of play.
 - iii. Develop the annual golfing program.
 - iv. Implement and maintain the Conditions of Play manual.
 - v. Rules and dispute resolution including rules of golf, dress code and behaviour standards.

4.8.14 Management of Funds

- a. Record Keeping
 - i. A record of all income and expenditure is to be made and held for seven years.
 - ii. The financial record is to be properly checked by a person other than the Treasurer on a quarterly basis and the General Manager informed in writing by the President of its findings.
 - iii. Disposal of old records is to be arranged with the General Manager.
- b. Funds may be received through:
 - i. Retention of a proportion of competition fees as set by the Board of Directors.
 - ii. Donations by Lady Members, or from other legal sources.
 - iii. The conduct of charity events.
- c. Expenditure of Funds
 - i. Funds may be expended on items associated with the purpose of the Sub Club (see 4.8.2)
 - ii. Funds may be expended in accordance with a planned budget approved by the Board of Directors in January each year. The proposed budget is to be provided to the General Manager two weeks before the scheduled Board meeting.
 - iii. Expenditure of more than \$500 which has not been included in the planned budget must be approved by the Board of Directors.
 - iv. No funds may be expended which are not to the direct benefit of the Narooma Golf Club without approval by the Board of Directors.
- d. Bank Accounts
 - i. One or more bank accounts are to be operated by the Lady Golfers. All funds are normally to be deposited in those accounts.
 - ii. The names of people authorised to make withdrawals and/or sign cheques are to be provided to the General Manager and kept accurate.
 - iii. Funds are to be reconciled monthly against a bank statement and also reconciled monthly with the General Manager.
- e. Audit of Accounts
 - i. The accounts of the Lady Golf Sub Club are to be included in the annual audit of the Narooma Golf Club and shown in the annual financial report of the Club.
 - ii. Arrangements are to be made with the General Manager to ensure this is properly coordinated.

4.9 9 & 12 HOLLERS GOLF

4.9.1 Updated

- a. 28 February 2011.

4.9.2 Objectives of the 9 & 12 Hole Sub Club

- a. To further the objectives of the game of golf.
- b. To increase the fellowship of Narooma 9 & 12 Hole Golfers.
- c. To contribute to the enhancement of the Narooma Golf Club.

4.9.3 Election of Office Bearers

- a. Office bearers are to be elected on an annual basis through a ballot system at an Annual General Meeting of 9 & 12 Hole Golfers held at the Narooma Golf Club in October each year.
- b. All financial Golfers are eligible to stand for election as an office bearer.
- c. There is no restriction on the number of times an individual can be elected.

4.9.4 Office Bearers

- a. Office bearers may be elected for the following positions:
 - i. Captain.
 - ii. Vice-Captain
 - iii. Secretary.
 - iv. Treasurer.
 - v. Handicap Manager.
- b. The following non-office-bearers are also elected by members at the AGM. Their responsibilities will be as directed by the President and Captain as appropriate:
 - i. Committee Member.
 - ii. Committee Member
 - iii. Committee Member

4.9.5 Role of Captain:

- a. Attributes:
 - i. Has a good knowledge of the Club Rules and By-Laws of the Narooma Golf Club.
 - ii. A person who encourages participation by all members in the objectives of 9 & 12 Hole Golf.
 - iii. A person who is respected and brings credit to 9 & 12 Hole golf.
 - iv. An experienced golfer and considerate of the needs of all the 9 & 12 Hole golfers.

- b. Responsibilities
 - i. The year's golf program, all competitions and conditions of play (in conjunction with the Match Sub Committee).
 - ii. Development of Player (clinics, rules and integration of new players into the membership body).
 - iii. Public relations as appropriate (keeping the General Manager informed).
 - iv. Responsible for provision of reports as required.

4.9.6 Role of Secretary

- a. Attributes:
 - i. Has a good knowledge of the Club Rules and By-Laws of the Narooma Golf Club.
 - ii. Has knowledge of the requirements of each competition.
 - iii. A person who is respected and brings credit to 9 & 12 Hole golf.
- b. Responsibilities
 - i. Ensure accurate minutes are recorded of meetings.
 - ii. Manage correspondence ensuring relevant members are supported.
 - iii. Notify members of competitions and other events.
 - iv. Work with the Captain and any other Sub Committee as appropriate.

4.9.7 Role of Treasurer

- a. Attributes:
 - i. Has a good knowledge of the Club Rules and By-Laws of the Narooma Golf Club.
 - ii. A person who is respected and brings credit to 9 & 12 Hole golf.
 - iii. Is scrupulously honest.
- b. Responsibilities
 - i. For all matters associated with 9 & 12 Hole funds as shown in By-Law 4.9.10.

4.9.8 Role of Handicap Manager

- a. Attributes:
 - i. Has a very good knowledge of the rules of golf..
 - ii. Has a good knowledge of golfers in the club.
 - iii. A person who is respected and brings credit to 9 & 12 Hole golf.
 - iv. Is scrupulously honest.
- b. Responsibilities
 - i. Work with other club representatives to ensure proper management of 9 & 12 Hole handicaps.

- ii. Oversight the management and correct recording of player scores.
- iii. Notify players when their handicap changes.

4.9.9 9 & 12 Hole Committee

- a. Chair
 - i. Captain
- b. Membership
 - i. Permanent members as elected at the AGM as shown in 4.9.4.
- c. Quorum
 - i. A quorum of 5 is required to pass resolutions.
- d. Responsibilities
 - i. To plan and conduct the 9 & 12 Hole golfing program.
 - ii. To advise the Board of Directors when there are opportunities to enhance the operation of the Narooma Golf Club.
 - iii. To ensure the proper administration of 9 & 12 Hole golfing matters.

4.9.10 Management of Funds

- a. Record Keeping
 - i. A record of all income and expenditure is to be made and held for seven years.
 - ii. The financial record is to be properly checked by the General Manager
 - iii. Disposal of old records is to be arranged with the General Manager.
- b. Funds may be received through:
 - i. Retention of a proportion of competition fees as set by the Board of Directors.
 - ii. Donations by Members, or from other legal sources.
 - iii. The conduct of charity events.
- c. Expenditure of Funds
 - i. Funds may be expended on items associated with the purpose of the Sub Club (see By-Law 4.9.2).
 - ii. Funds may be expended in accordance with a planned budget approved by the Board of Directors in January each year. The proposed budget is to be provided to the General Manager two weeks before the scheduled Board meeting.
 - iii. Expenditure of more than \$500 which has not been included in the planned budget must be approved by the Board of Directors.
 - iv. No funds may be expended which are not to the direct benefit of the Narooma Golf Club without approval by the Board of Directors.

5 SECTION 5: GOLF BY-LAWS

5.1 CROSSING RED LINES

5.1.1 Updated

- a. 8 December 2008.

5.1.2 Members Crossing Red Lines

- a. Persons crossing red lines anywhere on Narooma Golf Course do so at their own risk.

5.2 MOTORISED GOLF CARTS

5.2.1 Updated

- a. 28 February 2011.
- b. 18 February 2010.
- c. 1 July 2009.
- d. 8 December 2008.

5.2.2 Definition of a Golf Cart

- a. For purposes of this By-Law, carts used to support the playing of golf shall be referred to as motorised golf carts.
- b. This definition covers all forms of self-propelled cart that enables a person to be seated while the cart is moving under its own power.

5.2.3 Club Policy

- a. Club policy is for maximum use to be made of motorised golf carts available for rental through the Pro Shop.
- b. The Board will determine the conditions for approval to operate motorised golf carts on the course.
- c. Privately owned motorised golf carts are not permitted to operate on the golf course without approval of the Club's Board of Directors.

5.2.4 Privately Owned Motorised Golf Vehicles

- a. Members wishing to use privately owned motorised golf carts on the course must make application to the Board. Conditions relating to such approvals are:
 - i. The cart must conform to the required specification of being a specifically designed golf cart.
 - ii. The cart must be maintained at all times in good condition and must be fitted with a muffler to ensure noise is kept to a minimum.
 - iii. Requirements of the NSW Roads and Traffic Authority (RTA) in respect to the cart must be met as applicable.
 - iv. Personal liabilities cover of at least \$10.0M must be held at all times by the Member or Members approved to operate a particular motorised golf cart

on the course. Proof of this insurance cover must be presented at the time approval is initially sought and annually at the time of Membership renewals.

- v. The Member or Members named on the personal liability policy for the particular motorised cart only may operate the cart on the course.
 - vi. Members authorised to use a Motorised Golf Vehicles in accordance with this By-Law must be the driver when it is operated on the course.
 - vii. Members who own Motorised Golf Vehicles used on the Course will be held responsible for the cost of remediation of any damage caused by their vehicle.
- b. Fees for Privately Owned Motorised Golf Vehicles
- i. Members with permission to operate their cart on the course will be charged an annual fee set by the Board and an administration fee on making application.
 - ii. Fees will be established taking into account the nature of the vehicle.
 - iii. Fees are payable in pro-rata until renewal of membership, at which time the full fee will be added to the applicable membership renewal fee.
 - iv. Fees will be incorporated in overall Club revenue.
- c. Storage of Privately Owned Motorised Golf Vehicles
- i. Members, with permission from the General Manger, may store their Motorised Golf Vehicles on Club premises.
 - ii. Motorised Golf Vehicles are stored on Club premises at the sole risk of their owner. They should ensure that their insurance cover is adequate.
 - iii. While the Club will take all reasonable action to protect Motorised Golf Vehicles, the Club will not be held responsible for any damage or replacement of that vehicle.
 - iv. Members utilising this facility are to sign a statement acknowledging they understand these conditions. The General Manager is to keep the Club copy of that statement.

5.2.5 Club Owned Golf Vehicle Fee Reduction

- a. Prior to 18 February 2010, members were able to apply for a discounted rate for the use of carts if medical evidence was provided. This procedure has been discontinued.
- b. Members with prior approval of the Board to have their name on a list recognising their inability to play golf without the use of a cart for medical reasons will have their discount privileges retained in perpetuity. The discount is not transferrable.
- c. The discount rate will be set by the Board.

5.2.6 Visitors Use of Private Golf Vehicles

- a. Visiting players are permitted to bring a cart to the course provided they comply with the following:
 - i. An appropriate indemnity form is signed in the Pro Shop.
 - ii. Evidence is produced of Personal Liability Insurance as shown elsewhere in this By-Law.
 - iii. They pay a fee set by the Board.

5.2.7 Operation of Golf Vehicle

- a. When operating a motorised golf cart on the course, the driver must ensure that:
 - i. the enjoyment of fellow golfers is not hindered by riding ahead or during their play of shots,
 - ii. no damage is done to any area of the course,
 - iii. the cart is not driven on teeing areas or within an area of 10 metres of any green or such other distance as may be marked by green keeping staff,
 - iv. the cart is not parked on the paths surrounding the Clubhouse,
 - v. a cart designed for carrying one person is only permitted to carry one person and one set of Clubs, and
 - vi. a cart designed for carrying two persons is only permitted to carry a maximum of two persons and two sets of Clubs.

5.2.8 Restriction Of Golf Vehicle Use

- a. Whenever possible, the restriction of the use of carts is to be minimised by placing markers in appropriate places on the course to restrict the movement of carts in areas where damage could occur.
- b. Restrictions on the use of carts is to be made on the day that they are to be applied by the Course Superintendent or appointed representative such as the senior grounds staff representative. A blanket restriction for the entire course is not to be made without approval of the General Manager.
- c. Concern over the use of motorised carts may also be raised when weather or other conditions make it likely that damage to the course may be caused by their use. Concern may be raised by the:
 - i. Course Superintendent or appointed representative such as the senior grounds staff representative on the morning of the day concerned.
 - ii. Club Professional
 - iii. Club Captain
 - iv. Chair of the Golf Sub Committee
 - v. Any Director of the Club
 - vi. General Manager
- d. Those raising the concern are to contact the most convenient of either:

- i. General Manager
 - ii. Course Superintendent
 - iii. Club Captain
 - iv. Chair of the Golf Sub Committee
 - v. Any Director of the Club
- e. Those contacted are to decide if a restriction of use of motorised carts is to be applied. Similarly, the same people may relax the restriction to meet circumstances as they arise.
- f. Unless the situation is urgent, the General Manager is always to be consulted before the course is closed to the use of motorised carts.
- g. The Golf Professional is to be advised by the person nominated in By-Law 5.2.8d so that such restrictions of use can be implemented or relaxed.

5.3 GOLFING INSTRUCTIONS FOR PLAYERS

5.3.1 Updated

- a. 28 February 2011.
- b. 8 December 2008.

5.3.2 General Golfing Directions

- a. Golf Members and social players must report to the Professional or nominated starter before playing on the course.
- b. Except when an alternative tee is nominated by the Match Sub Committee or starter, players must hit off on the No 1 tee.
- c. Members whose AGU handicap has lapsed may apply to the handicap Sub Committee for a Club handicap entitling them to play in Club competitions other than open events and championships.

5.3.3 Grades of Playing Categories

- a. Any playing Member, who wishes to nominate Narooma Golf Club as his or her home Club for the purpose of maintaining his / her handicap, shall be known as Category "A", "B", "E", "F", & "J". Other playing Members shall be known as Category "C", "D" and "E".
- b. The Club authorises the following categories:
 - i. A: Playing Male Member whose handicap is maintained by Narooma Golf Club.
 - ii. B: Playing Female Member whose handicap is maintained by Narooma Golf Club.
 - iii. C: Playing Male Member whose residential address is outside the postcode area covered by 2545 and 2546.
 - iv. D: Playing Lady Member whose residential address is outside the postcode area covered by 2545 and 2546.

- v. E: 5 day Member that may only play in the 9 or 12 Hole competitions.
- vi. F: Junior Member (female 12 to 21 years) living in postcode area covered by 2545 and 2546 or is a junior Member of another Club, holding an WGA handicap.
- vii. J: Junior Member (male 12 to 21 years) living in postcode area covered by 2545 and 2546 or is a junior Member of another Club, holding an AGU handicap.
- viii. N: Non Playing Member.

5.3.4 Club Rules of Golf

- a. Junior Members – male and female between the ages of 8 -12 years, may be accepted by special application to the Board but must not be on the course at any time without being in the company of a Full Playing Member or Lady Member.
- b. On competition days the first tee is to be closed to social golfers 45 minutes before competition players hit off.
- c. The Match Sub Committee sets the conditions of play for competitions.
- d. A Member, or junior golfer, must be a full Member of Narooma Golf Club to play in the Club Championships.
- e. Persons awaiting approval of their Membership under By-Law 3.1.3 are eligible to play in Club competitions but not Club Championships or Honour Board events.
- f. Junior Members must be accepted by the Match Committee to be qualified to play in Club competitions.
- g. Junior Members playing consistently to a handicap of 32 may apply to the Match Committee for the right to play in Members' competitions. Each such junior Member must play with a playing Member who shall mark his card and closely supervise the Junior Member's conduct; this includes visiting juniors. Unsatisfactory conduct is to be reported to the Match Committee.
- h. Golfers may practice only on the designated practice areas.
- i. School children unattended by adults are excluded from the golf course during competition play.
- j. All visiting golfers playing in competitions may be asked to verify their current handicap either by handicap card, or telephone or fax to their home Club at their expense.
- k. Motor scooters or motorised golf carts are not permitted on the course without the express permission of the Board (See By-Law 5.2).

5.3.5 Course Closure – Weather Conditions

- a. The course may be closed due to:
 - i. the cumulative effect of weather, or
 - ii. the impending arrival of a storm.
- b. Where the cumulative effect of weather is apparent, use of the course is to be restricted under the authority of the General Manager as advised by the Course

Superintendent or their representative

- c. When there is evidence of an impending serious storm, the course may be temporarily closed by either the:
 - i. General Manager
 - ii. Course Superintendent or appointed representative
 - iii. Club Captain
 - iv. Chair of the Golf Sub Committee
 - v. Any Director of the Club
 - vi. Club Professional
- d. The course is to be reopened at the first practicable opportunity after being closed.
- e. The General Manager is always to be informed when the course is closed by those making the decision for its closure.
- f. Notice to this effect is to be displayed in the Pro Shop.

5.3.6 Course Closure - Generally

- a. Closure of the course for any reason other than weather related is to be authorised by the General Manager as advised by the Superintendent or their representative, or an appropriate person otherwise.
- b. The Pro Shop and Clubhouse must be notified as soon as possible.
- c. Notice to this effect is to be displayed in the Pro Shop.

5.3.7 Green Fees – Competition Fees

- a. Fees will apply to the categories of player as listed below and be promulgated by the Board from time to time:
 - i. Non Member
 - ii. Non Member playing in Comp
 - iii. Non Member in comp introduced & plays with that full Member
 - iv. Resident Member FSCDGA in comp
 - v. Resident Member FSCDGA
 - vi. Non-resident Member FSCDGA playing in comp
 - vii. Non Resident Member FSCDGA
 - viii. Playing Member NGC in comp
 - ix. Junior Member FSCDGA with handicap playing in comp (resident)
 - x. Junior Member other Clubs with handicap
 - xi. Children: 12 to 17 who are not Junior Members

5.4 GOLF LINK PRIVACY

5.4.1 Updated

- a. 8 December 2008.

5.4.2 Golf Link

- a. The Club is authorised to provide Golf Link with such items of membership details as is required to enter the names of eligible Members on the Golf Link register for handicap purposes.
- b. Golf Link has undertaken that information given will not be used for any other purpose.

6 SECTION 6: CLUB HOUSE BY-LAWS

6.1 DRESS REGULATIONS

6.1.1 Updated

- a. 8 December 2008.

6.1.2 Dress regulations

- a. Ladies and gentlemen are expected to wear neat casual clothes appropriate for the climate, the venue of the Club and reflective of contemporary fashions for the circumstance.
- b. Extremes of clothing will not be accepted in the Club House at any time.
- c. A responsible officer or any person appointed by a responsible officer to assume charge of the Club has the authority to determine acceptable attire.

6.2 CLUB HOUSE FUNCTIONS

6.2.1 Updated

- a. 28 February 2011.
- b. 8 December 2008.

6.2.2 Club Conducted Member Functions

- a. Tickets are to be paid for at time of issue. No refunds will be made for non-attendance. (Except in very exceptional circumstances).

6.2.3 Local Clubs And Associations

- a. The costs of arrangements required by local organisations who wish to use the Club facilities is at the discretion of the General Manager.

6.2.4 Corporate Functions

- a. Payment for Corporate Functions is to be by arrangement with the organising person or persons and the General Manager.

6.2.5 Private Functions

- a. A deposit that equals 10% of the estimated cost of the function is to be paid when confirmation of the booking is made. This deposit is only refundable if notice of *not less than 30 days* is given of cancellation. Any costs incurred by the Club will be deducted prior to any refund being paid.
- b. A further deposit that equates to 50% of the estimated cost of the function is to be paid no later than 14 days prior to the event.
- c. The balance of monies owing of the total cost of the event is to be settled and paid on the day of the function.
- d. Members may make advance bookings of the dining room and must be present to occupy the tables within 15 minutes of booking times.

6.2.6 House Full

- a. When the Club is deemed to have the legal capacity of patrons, "House Full" will be displayed. During this time no person, Member or Non-Member will be admitted.
- b. The number of guests permitted to the Club per Member may be limited should the Club capacity be near maximum.

6.2.7 Auditorium Bookings

- a. All auditorium bookings are to be made through the General Manager.
- b. Where a tournament or planned function is envisaged for Club Members, they should ensure an early reservation is made.

6.3 POKER MACHINES

6.3.1 Updated

- a. 8 December 2008.

6.3.2 Club Policy

- a. The Club adheres to the Rules and Regulations pertaining to the operation and playing of poker machines as provided for under the Registered Clubs Act, the Responsible Gambling Act and any other Act as is approved by legislature from time to time.
- b. Any person who is a paid servant of the Club is not permitted to play poker machines until the finish of their rostered shift.
- c. No poker machine service mechanic contracting to the Club is permitted to play poker machines in the Club at any time.

6.3.3 Violating Poker Machines Rules

- a. Any Member or visitor violating poker machine rules may have their membership suspended or may be expelled as a Member.