



# **PROSERPINE GOLF CLUB INC**

## **CORPORATE GOVERNANCE POLICY**

*"Providing an enjoyable, high quality, value-for-money  
golfing experience"*

# 1. Proserpine Golf Club Board - Roles and Responsibilities

The overriding responsibility of the Board of Directors is to promote and maintain sound governance and administration of the Proserpine Golf Club Inc. The Board, in accepting this responsibility, utilises the expertise of smaller Committees from time to time, who report to the board on a regular basis.

## 1.1 Role of the Board

The main roles and tasks of the Board are to:

- Set objectives, define policy, develop strategic direction and make decisions;
- Maintain good governance and introduce ethical standards into daily activities;
- Monitor the performance of the club against the agreed goals;
- Ensure current plans and actions provide for the clubs continuity;
- Manage the affairs, property and funds of the association;
- Control all competitions and matches;
- Manage communication with members and other key stakeholders including local government;
- Manage risks;
- Ensure compliance with policies, laws and regulations;
- Emphasise and concentrate on long-term goals; and
- Undertake a regular review of the clubs finances.

## Composition of Board

There are no hard and fast rules regarding board size. The current composition of the Board is as follows:

- **President** - Has the overall responsibility for the efficient running of the Club and will ensure the Board members perform their duties in accordance with the By Laws and rules of the Club. Acts as chairman for all meetings. Also responsible for strategic planning and performance, by-laws and policies, volunteer coordination, communication with stakeholders, and risk management.
- **Vice President/Course Director** - Will assist the President as directed by him and act in his stead when he is absent. Overall responsibility for golf development within the Club (includes Club House and Golf Course), and the on-going state of the golf course.

- **Club Captain** - Chairman of the Match Committee. Responsible for organising the yearly golf calendar in conjunction with the Match Committee. Is responsible for the control of all competitions and overall administration of all aspects of men's, women's, veteran's and junior golf at the Club. Tasks include keeping accurate records of results and attendances and the discipline of members at both golf days and club functions.
- **Club Vice Captain/Treasurer** - Assist the Club captain at his direction in the performance of his duties and act in his stead when he is absent. Responsible for budget preparation, control of all finances of the Club, keeping accurate records of income and expenditure and safeguarding club assets. Prepare and present a budget for the coming year.
- **Director/Membership & Junior Golf** - Responsible for developing and implementing programs, projects and activities to increase and retain membership in the Club. Act as the catalyst for the smooth development and running of junior golf at the Club
- **Director/Marketing, Promotion and Sponsorship** - Responsible for marketing and promotion of the golf clubs products, obtaining and retaining sponsorship, maintenance and updating of social media (website and facebook), and organising social events. This person is also the Publicity Officer for the Club.
- **Director/Secretary** - Responsible for the documentation and communication of the activities of the Board. These tasks include prepare agendas, prepare and distribute minutes, receive and disseminate correspondence to and from the Board etc. The Secretary will also be responsible for overseeing the grievance process, the monthly newsletter and organising general meetings, special meetings and AGM.

The composition of the Board can only be amended at an Annual General Meeting (AGM) or a Special General Meeting. However the responsibilities of Board members may be change at any time at the discretion of the President.

Members of the Board are elected from nominations at each AGM for a period of 12 months. Ideally there will be a range of skills elected to the Board such as; golf knowledge, finance, marketing, hospitality, governance, legal, project management and information technology. Generally, Board members should:

- have the ability to think laterally;
- have good communication skills;
- be financially literate;

- be able to understand and relate to stakeholders;
- be ethical, honest and trustworthy; and
- be a team player.

## **1.2 Role and function of Committees**

Specialist Committees can be established to relieve the Board of certain tasks and to capitalise upon specialist skills of personnel willing to contribute their time and expertise to the club. These Committees, if established, will report to a Board member, do not assume the role of the Board, have specific tasks they are responsible for and are required to circulate minutes of each meeting to the board.

The following Committees are seen as desirable, and may be established on a needs basis:

### **1) *Finance Committee***

Responsible, through the Treasurer, for supervision and control of all incomes and expenditure of the club, for the financial operation of the club, for the financial planning of the club, and for safeguarding its assets. The Treasurer would call meetings as required and may invite other members/consultants, in addition to those identified below, onto the Finance Committee as required:

- Treasurer (Chairperson)
- President
- Administration Officer

### **2) *Match Committee***

Responsible, through the Club Captain, for the overall administration of all aspects of men's, women's, veteran's and junior golf at the club. The Club Captain would call meetings as required and may invite others members, in addition to those identified below, onto the Match Committee as required:

- Club Captain (Chairperson)
- Club Vice Captain
- Men's Captain
- Women's Captain
- Junior Captain/Coordinator
- Golf Professional

The Match Committee would be supported by the following:

- **Men's Committee** - Responsible, through the Men's Captain, for the development and running of all men's golf activities. The Men's Captain will elect other members onto the Sub-Committee and call meetings as required.
- **Women's Committee** - Responsible, through the Women's Captain, for the development and running of all women's golf activities. The Women's Captain will elect other members onto the Sub-Committee and call meetings as required.
- **Junior Committee** - Responsible, through the Junior Captain/Coordinator, for the development and running of all junior golf activities. The Junior Coordinator will elect other members onto the Sub-Committee and call meetings as required.

### 3) **Course and Water Committee**

Responsible, through Course Director, for all matters relating to course conditions, preparation and development and short and long term water solutions. The course does not include the clubhouse, car-park, pro shop and associated gardens. The Course Director would call meetings as required and may invite other members/consultants, in addition to those identified below, onto the Course and Water Committee as required:

- Vice President/Course Director
- Green Keeper
- Club Captain
- Golf Professional

### 4) **Marketing, Sponsorship and Membership Committee**

Responsible, through the Director Marketing and Membership, to the Board for the overseeing of all aspects of the club's marketing and membership. The Director Marketing and Promotion would call meetings as required and may invite others members, in addition to those identified below, onto the Committee as required:

- Director Marketing and Promotion (Chairperson)
- Director Membership and Junior Golf
- Director Secretary
- Administrative Officer

## 2. Board / Golf Professional / Staff - Role Clarity

### 2.1 Board Responsibilities

The composition and responsibilities of the Board have been clearly defined in Chapter 1 and, as stated in the Club Rules, it is responsible for "the general control and management of the administration of the affairs, property and funds of the association". In addition it is responsible for:

- approving and monitoring the club's Vision statement and the Strategic Plan;
- setting a clear sense of direction;
- accommodating and reflecting the interest of the members in the present and future direction and activities of the club;
- progressive refinement of policies, priorities, and Board processes; and
- monitoring and review.

### 2.2 Staff Responsibilities

Current staffing of the Golf Club includes the Administrative Officer, greens staff and casual staff.

**Administration Officer** is responsible for:

- observance of the direction set by the Board;
- prompt implementation of Board policies and decisions;
- the organisational structure, and the effectiveness of each part of it;
- yearly budget preparation;
- day to day financial management;
- day to day supervision and direction of all staff;
- reporting in accordance with Board requirements;
- timely advice to the Board on matters affecting it, whether or not specifically requested; and
- full accountability to the Board on all these issues

**Greens staff** (Greens Keeper and Assistant Greens Keeper) are responsible to the Course Director for implementing the course development and maintenance program throughout the year. On a daily basis, and in the absence of the Course Director, they are responsible to the Administration officer.

**Casual staff** (Bar staff) are responsible to the Administration Officer.

## 2.3 Golf Professional Responsibilities

Particularly relevant to clarifying the role relationship between the various parties is the following extract from a list of services expected from the Golf Professional as per the contract:

Conduct all aspects of golf within the premises in accordance with the following values:

- Show integrity, honor and respect at all times to general public, Proserpine Golf Club Inc members and their guests, staff, management and Board;
- Present true sportsmanlike conduct and good behavior;
- Proactively support the decisions made by the Proserpine Golf Club Inc. staff, management and Board in the day to day general operations of the club.

The golf professional is contracted by the Club to perform a range of services and therefore is not a staff member. However, in accordance with the above extract, the Golf Professional is required at all times to support the day to day operational decisions made by the Board or staff of the Club.

Under the contract, the Golf Professional is fully accountable to the Board for all services associated with the contract. However, on a daily basis the Golf Professional will be accountable to the Administration Officer for the following services as a result of the Board delegating these responsibilities to that position:

Number	Description
3	Provide the Services at the Principal's premises for the number of hours per week and on such days as set out in Section 3 below.
5	Keep the Golf Pro Shop in good/clean condition at all times. Ensure that the rubbish bins around the Club House (currently 3) are regularly emptied.
8	Repair as soon as reasonably practicable, all damage to the Golf Pro Shop caused by the Contractor, its servants or agents.
11	Keep buggies, golf clubs and accessories that are hired to players from time to time in good repair and condition. Ensure appropriate details are kept in relation to those players hiring buggies. Ensure buggies are fuelled at the designated area.

14	On behalf of the Principal, sell bottled soft drinks, water, sport-drinks and alcoholic beverages from fridges located within the confines of the Golf Pro-Shop for an agreed fee as listed in Part C. This arrangement is not intended to be to the detriment of the club's own suppliers of beverages for club related functions using its own bar facility.
15	Collect green fees, competition fees as well as the following fees and charges and process all payments through the existing Proshop till and POS system: <ul style="list-style-type: none"> <li>• Buggy hire fees</li> <li>• Push Buggy hire fees</li> <li>• Rental Clubs</li> </ul>
16	Supervise the dress standard of all players to achieve appropriate standards as laid down by the Principal.
22	Oversee, maintain and manage a fleet of motorised golf carts, currently numbering 15, to be hired by members, visitors and others. The fees pertaining to this service are set out in Part C.
26	Respond to telephone and general facility enquiries.
27	Use the existing Eftpos and Credit Card facility.
35	Ensure compliance with all OH & S policies, procedures and legislation.
37	Other: Specify <p>d. Attain RSA and RMLV qualification for self, with all costs to be paid by the Principal</p> <p>e. Act as third respondent to the automatic alert service in the event the security alarm is triggered.</p>

## 2.4 Role Clarification

The key to a good working relationship between the above parties, who together are responsible for ensuring the Golf Club is run in an efficient and effective way for the benefit of our members and the general public, is a clear understanding of each other's role and that all parties have a mutual respect and trust in each other.

The above responsibilities, together with the following principles should help clarify these roles:

1. The Board (and each Board member) and the Golf Professional will relate to and communicate with Golf Club staff through the Administration Officer, who may however, as a matter of mutual convenience, delegate another staff



member to deal with or assist in the particular matter. The Administration Officer remains responsible for the actions and performance of the staff member.

2. No Committee of the Board, Board member or Golf Professional may give directions to the Administrative Officer or any staff member, except to the extent that:
  - the Board has expressly delegated its power in a specified area to that Committee, Board member or golf professional; or
  - in the case of a staff member, the Administrative Officer has expressly delegated responsibility to a specified staff member to deal with that Committee, Board member or golf professional in that area.
3. Mutual respect should at all times exist between all parties, i.e. Board members, Golf Professional and staff, and recognition be given of the complementary roles of each.
4. The Board should seek and respect the advice of staff members and the Golf Professional, but must at all times make its own considered decisions upon the issue.
5. Any Board, Board member or Golf Professional complaint regarding any staff member must be directed through the Administrative Officer and should remain confidential unless and until the Board for good and sufficient reason otherwise decides.
6. The Board will decide on what reporting requirements it deems desirable, both generally and in a particular case.
7. The Board will progressively refine its own processes, policies and protocols (including this statement) as need is shown to:
  - maximise efficiency and effectiveness;
  - remove doubts or difficulties; and
  - clarify respective roles and responsibilities.
8. Adherence to these principles will assist to maximise the effectiveness & teamwork of the Board, the Golf Professional and the administration.

### 3. Proserpine Golf Club Inc Governance Structure

Following on from the above role clarifications and delineations the Club's governance structure is as depicted in the diagram below.

