

SEPT '15



CORPORATE GOVERNANCE

FRAMEWORK



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INTRODUCTION.



The Committee of The Brisbane Golf Club (the Club) has developed a corporate governance framework to ensure it maintains a high standard of corporate governance.

This framework is modelled on the Corporate Governance Principles and Recommendations released by the ASX Corporate Governance Council in August 2007 and updated in 2010 and 2014 and the key sections adopted by The Brisbane Golf Club are set out below.

- o Strategic direction;
- o Clear roles and accountabilities;
- o Act ethically and responsibly;
- o Quality of performance monitored,
- o Safeguard integrity of reporting; and
- o Make timely and balanced disclosures.

This framework will be required to be adopted by resolution of the Committee. Any changes made subsequently will also require resolution by the Committee. The President and General Manager will conduct regular reviews to this framework to ensure its continued improvement.

The Club is governed by Rules which were first established in 1896 and last updated at an Extra Ordinary General Meeting of members in August 2013. The Rules detail the objects for which the Club is established; powers of the Club; its membership structure; disciplinary proceedings, nomination and election of the committee; powers of the committee; meeting protocols; and the rules of the Club. Where the term "Committee" is used in these rules it shall be taken to mean the General Committee unless otherwise specified.

This framework should be read in conjunction with the Rules. Where there is an inconsistency between this framework and the Rules, the Rules are to apply to the extent of any inconsistency.

STRATEGIC DIRECTION.

The Club will develop and implement a five year Strategic Plan in the 1516 FY that will be reviewed annually.

The Club will also develop an Operating Plan covering the key departments of the Club including Membership, Course, Golf Operations, Golf Retail, Catering, Beverage, Property, Finance & Administration.

The Landscape Master Plan, Golf Course Master Plan, Debt Reduction Strategy and Membership Strategy are other significant planning documents.

The Annual Budget & Key Assumptions and Standard Operating Procedures will complete the Strategic Library.



CLEAR ROLES & ACCOUNTABILITIES.

Committee

The Committee is responsible to members for the conduct of the affairs and activities of The Club and undertakes to serve in the best interests of its key stakeholders at all times. Formal position specifications for the Committee, which clearly set out the roles and accountabilities of those members who comprise the Committee, are key documents in this corporate governance framework.

The position specifications for the Committee are attached as Appendix A to F

Key roles and accountabilities of the Committee include:

- o Providing clear direction to allow the documents listed in Strategic Direction section above to be developed and implemented.
- o Appointing and reviewing the performance, remuneration and succession planning of the position of General Manager;
- o Monitoring the appropriateness and operation of risk management controls and frameworks,
- o Monitoring financial outcomes;
- o Approving significant changes to key policies;
- o Recommending the appointment of an external auditor;
- o Overseeing the Club's relationship and communications with members;
- o Setting specific limits of authority for the General Manager and department heads;
- o Approving and monitoring the corporate governance framework;
- o Monitoring the quality of performance.

The Committee may determine that any of the above roles and accountabilities be delegated to a Sub-Committee or the General Manager whilst retaining the ultimate decision making power.

General Manager

The Committee delegates responsibility for the day-to-day management of The Brisbane Golf Club to the General Manager who is assisted by department heads. A formal position specification for the General Manager, which clearly sets out the roles and accountabilities of the General Manager, is a key document in this corporate governance framework.

The position specification for the General Manager is attached as Appendix G.

Key roles and accountabilities of the General Manager include:

- o Managing the day to day operations of the Club across all departments including Membership, Course, Golf Operations, Golf Retail, Catering, Beverage, Property, Finance & Administration;
- o Contributing to the development of strategic and other long term plans and projects with full accountability for their successful implementation;
- o Managing the financial activities of the Club;
- o Preparing accurate and timely reports;
- o Implementing major projects as they arise from time to time;
- o Establishing and managing positive relationships with members and other key stakeholders;
- o Ensuring compliance with legislative requirements, particularly in regard to Workplace Health & Safety;
- o Providing appropriate and timely communication to key stakeholders;
- o Acting as Secretary in accordance with the Rules;
- o Implementing human resource strategies to create superior customer service standards;

The General Manager is supported by department heads who include the Course Superintendent, Director of Golf, Executive Chef and Finance & Administration Manager.



Sub-Committees

To assist the Committee in discharging its oversight responsibilities, The Brisbane Golf Club has established four Sub-Committees, the Ladies Committee and a Course Standing Committee.

- o Finance, Audit & Governance;
- o Member Services’;
- o Course;
- o Match;
- o Ladies Committee
- o Course Standing Committee.

Each Sub-Committee has a formal Charter approved by the Committee setting out the matters relevant to the compositions, authority, process and administration of that Sub-Committee.

The Ladies Committee also has a formal Charter, which is simply an extract from By-Laws established at The Brisbane Golf Club Extraordinary General Meeting held in August 2012. The title being The Management of Ladies’ Golf.

The Course Standing Committee operates under Terms of Reference written when it was established in 2009.

The President, Vice President and Club Captain are ex-officio members of All Sub-Committees.

The Sub-Committee Charters are attached as Appendix H to K.

LAY SOLID FOUNDATIONS FOR MANAGEMENT.

Induction & Continuing Education

New appointments to the Committee will receive an induction from the President and the General Manager.

The induction will involve the following:

- o Meeting the Committee, the General Manager, Ladies Committee and department heads;
- o A discussion on the structure and purpose of Sub-Committees;
- o Distribution documents from the Strategic Library;
- o An introduction to the Club's financial reporting;
- o The allocation to a Sub-Committee based on skills, experience and qualifications;
- o Details of all major projects;
- o The presentation of the corporate governance framework;
- o Issuing of the Rules and briefing;
- o Introductions to key stakeholders.

Committee members may be provided with continuing education opportunities to update and enhance their skills and knowledge whether it by attending relevant courses and industry conferences; spending time with the General Manager and/or department heads; or provision of industry publications to read from time to time.

Committee Interaction with General Manager

Generally in a successful business, a Committee governs and a General Manager manages. Whilst these functions are separate their successful implementation relies heavily on the existence of a united and professional working relationship at all times between both parties.

To achieve that goal the Committee and the General Manager must maintain a strong focus on communication, support each other, work through issues that arise from time to time and provide regular feedback to each other. A successful partnership between the two is critical to the Club's success, which should always be the highest priority.

The President and the General Manager will hold regular meetings.

General Manager Interaction with Members

The General Manager must dedicate time each week to develop and maintain strong relationships with the membership of the Club. Members need to feel comfortable engaging with the General Manager and raising issues or concerns as required.

Having regular communication with the membership ensures that the General Manager has a strong understanding of issues that will exist from time to time.

Committee Calendar

The Committee Calendar outlines the key tasks that are required to be completed by the Committee and/or the General Manager, and allocates a timeframe for their completion.

Most importantly it presents the key dates for Committee meetings and Sub-Committee meetings and outlines the expectations in regard to the timing and content of Committee and Sub-Committee papers. It also allocates key tasks with the Sub-Committee.

The Committee Calendar is attached as Appendix M.

Position Specifications

All senior executives including department heads have their position specifications, roles and responsibilities set out in writing in their employment agreements.

Access to Department Heads

The Committee has complete and open access to the department heads at any time and vice versa. Additionally each Department Head will be required to attend and make at least annual presentation at a Committee meeting.

Each department head will be required to write a report each month for the Committee meeting and this report will be due on the third Thursday of every month at 12 midday.

Committee Meeting Reporting

The General Manager will be required make the following information available on the Friday prior to a Committee Meeting:

- o Minutes of previous Committee meeting;
- o Agenda;
- o Minutes from Four Sub-Committee Meetings
- o Current Month and YTD Profit/(Loss)
- o Balance Sheet
- o Payments List
- o Creditors/Debtors
- o Cashflow Report
- o Course Maintenance Report
- o New Member Report
- o Member Movement Report
- o Membership Category Report
- o New Member Enquiry Report
- o Weddings Report
- o Corporate Golf Day & Membership Report
- o Workplace Health & Safety Report
- o Correspondence Folder
- o Reports from Department Heads

Each report mentioned above is to be tabled at the appropriate Sub-Committee meeting beforehand.

Committee Meeting Requirements

Date and Time

Committee meetings will commence at 6pm and it will be the goal of the Committee to complete the meeting before 9.30pm. They will be held generally on the last Thursday in each month and in addition as required. The exact dates can be found in the Committee Calendar. At any Committee Meeting five (5) members shall form a quorum;

Managing the Agenda

The Agenda will be standardised, as follows

1. Update Conflicts of Interest Register
2. Welcome from the Chair
3. Apologies
4. Confirmation of Minutes
5. Significant Business Arising from Minutes
6. Significant Business
7. Sub-Committee Reports
 - a. Finance, Audit and Governance Sub-Committee Minutes
 - b. Match Sub-Committee Minutes
 - c. Course Sub-Committee Minutes
 - d. Member Services Sub-Committee Minutes
8. Management Reports
 - a. General Manager Report
 - b. Department Head Reports
9. Workplace Health & Safety Report
10. Correspondence Folder
11. Action Items Outstanding.
12. General Business
13. Next Committee Meeting, Sub-Committee Meeting or Other Meeting Dates

The Chair of each Sub-Committee will present their Sub-Committee report.

The Chair will not allow discussions to go off topic. Items that arise from a discussion will be moved to the end of the agenda and discussed if time permits. If time doesn't permit that item will be added to the agenda for the next Committee meeting.

Approvals

Only recommendations included in the minutes of the Sub-Committee meetings will be discussed for approval at Committee meeting. Last minute items requiring an immediate response from the Committee or a vote should not be placed on the Agenda. The Committee attending a meeting reserves the right to discuss such items with the department head concerned first and/or time to fully understand the proposal and then consider their recommendation. However, exemptions can be made and requests for exemptions are to be emailed to the President. In the case that a last minute item is approved to be added to the Agenda, then the new Agenda needs to be emailed to every Committee member.

Minute Taker

The Committee may appoint one of the Committee members to act as minute taker.

Drop Box

A drop box has been established for the Committee to distribute and store Committee papers. All information to be tabled and discussed at a Committee meeting is to be made available in the drop box on the Friday prior to the meeting. The Committee members are required to print their own Committee papers or view them via their own electrical devices.



QUALITY OF PERFORMANCE MONITORED.

Committee

The performance of Committee members, remaining on the Committee, will be reviewed by the President every year. Initially assistance of an external facilitator will be used to develop the exact process and ensure an ongoing procedure can be documented independently for use each year following that.

Each Committee member will participate in an individual interview with the President and also be required to complete a confidential peer assessment.

The results of the individual interviews and peer assessment will be presented in a report by the external facilitator to the Committee once finalised. The President will also be included in the process.

General Manager

The performance of the General Manager will be formally reviewed annually in November. Only those elements of the General Manager's objectives that have been identified and agreed upon by both parties in advance will be evaluated.

The President and two other Committee Members will convene, with the General Manager, in order to complete the following:

- o Review the General Manager's position specification;
- o Review the General Manager's performance for the previous financial year;
- o Highlight areas of success and areas for improvement;
- o Plot key performance indicators (financial and non-financial) for the new reporting period;
- o Identify ongoing education opportunities;
- o Discuss remuneration;
- o Discuss succession planning.

Sub-Committee

The Sub-Committees will be assessed against the Charters in place for each and how they have contributed to the strategic direction of the Club.

ACT ETHICALLY & RESPONSIBLY.

Code of Conduct

A Code of Conduct has been developed to describe the standard of behavior expected across the Club and provide guidance on how decisions are made. It addresses areas of responsibility, legal and regulatory obligations, stakeholder considerations and corporate policies.

The Code of Conduct is a Standard Operation Procedure which is located in the SOP Library.

Confidentially

Confidentiality must be maintained at all times. The Committee and General Manager shall keep confidential any and all information relating to discussions at its Committee meetings, including any and all materials, unless compelled by legal process to disclose such information, or as otherwise agreed by the Committee.

It is acknowledged that a lack of confidentiality is the most common cause of a dysfunctional Committee. The Committee must be able to trust and have confidence in each other. Any breaches of confidentiality impact on that. While effective enforcement of confidentiality is difficult, educating the Committees about the importance of their confidentiality obligations and the creation of the Code of Conduct should have significant moral suasion.

Committee members will also be asked to sign a Confidentiality Commitment.

The Confidentiality Commitment is attached as Appendix N.

Complaint Handling

The Club is committed to exceeding the expectations of members and has developed a Complaint Handling Standard Operations Policy which is located in the SOP Library.

Whistleblowing Protection

Whistleblowing protection has been established for the reporting of 'reportable conduct' where a person is apprehensive about raising their concern because of the fear of possible adverse repercussions. The system encourages employees to report their concerns preferably openly, but if necessary enables disclosures to be made anonymously to the President, and in his absence the Vice President.

If a whistleblower chooses to disclose reportable conduct anonymously, this may hinder the ability of the Club to fully investigate the matter. Further, it may in certain circumstances prevent the whistleblower from being protected under the Corporations Legislation, as generally the definition of a whistleblower is someone who has provided their name before making the report.

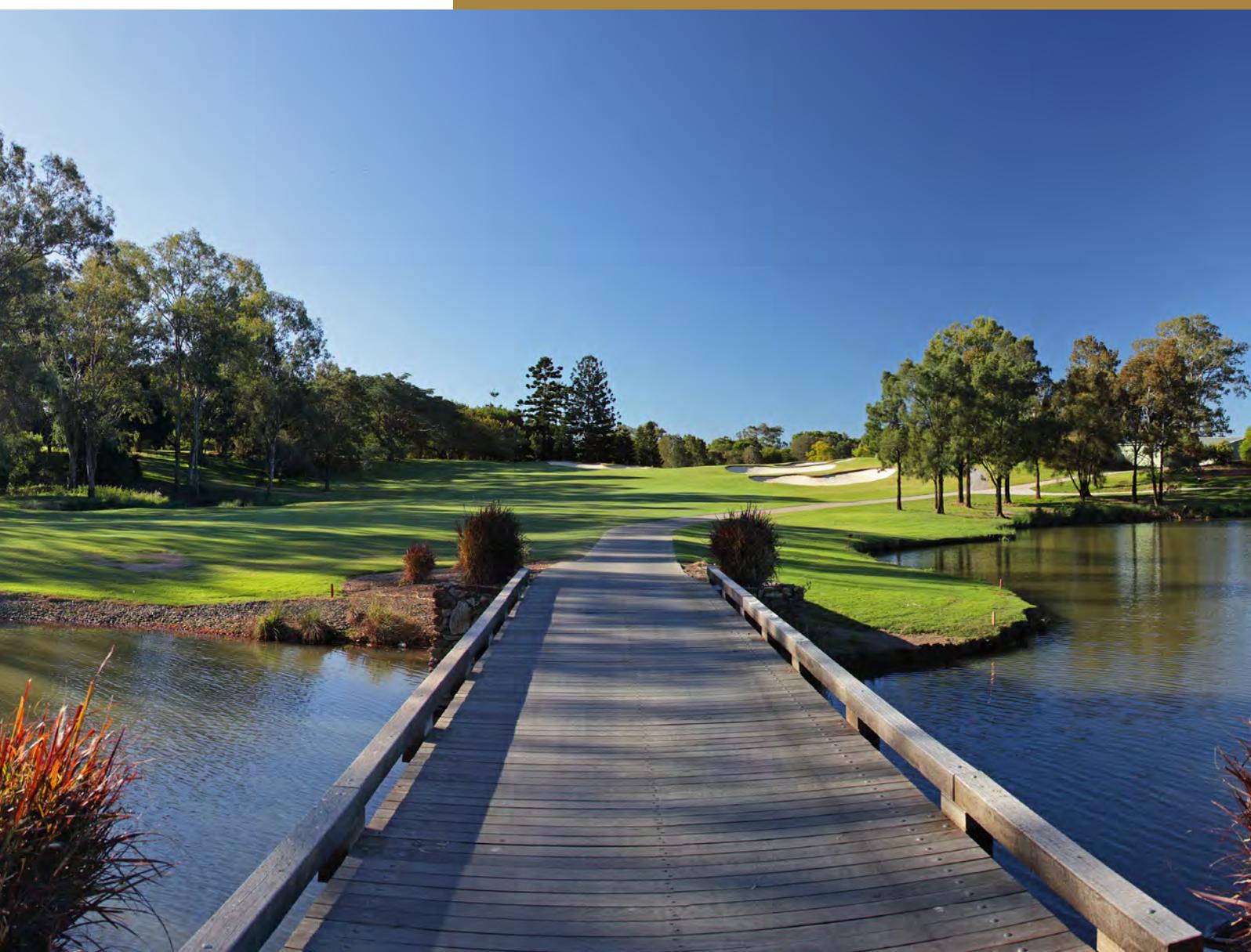
The Committee also needs whistleblowers to understand that they will not be able to remain anonymous in cases of certain types of 'reportable conduct'.

The whistleblower will be kept informed of the outcomes moving forward and at all times the Club will take all reasonable steps to protect the identify of the whistleblower if that is practicable.

A whistleblower remains liable for their conduct that may constitute reportable conduct, which may be revealed by the report. Disciplinary proceeding may commence if it is shown a whistleblower has knowingly made a false report of reportable conduct.

Professional Advice

The Committee collectively and each representative of the Committee individually may take, at the Club's expense, such independent professional advice as is considered necessary to fulfil their relevant duties and responsibilities. Individual representatives of the Committee seeking such advice must obtain the prior written approval of the President (which may not be unreasonably withheld) and the advice will be made available to all representatives of the Committee as appropriate.



RECOGNISE & MANAGE RISK.

Delegation of Authority

The delegation of authority defines the delegated limits of the Committee, to the General Manager and where appropriate to other department heads. It applies to all employees and the types and maximum amount of obligation approved apply to the position and not the individual.

Unless shown in this delegation of authority, an employee is not permitted to enter into any transaction on behalf of The Brisbane Golf Club.

This delegation of authority is to be read in conjunction with the SOP Library and where there is conflict, this delegation of authority will take precedence.

Changes to the Delegation of Authority may only be made by the full approval of the Committee.

The Delegations of Authority is attached as Appendix O.

Internal Audit

The Internal Audit function carries out the analysis and independent appraisal of the adequacy and effectiveness of the Club's risk management framework and internal control environment.

The Finance, Audit and Governance Sub-Committee may from time to time prepare and implement an internal audit program or tasks. Matters to be audited in each department may be selected at random by the Finance, Audit and Governance Sub-Committee with examples being:

- o Sales account reconciliation (as applicable);
- o Capital purchases in each department;
- o Purchases related to operational Repairs and Maintenance in each Department;
- o Employee contracts of employment;
- o Departmental payroll;
- o Creditor payments;
- o Credit card purchases;
- o Membership movements;
- o New member payments;
- o Departmental asset registers;
- o Expense authorisation.

The Internal Audit function may be conducted by the Finance, Audit and Governance Sub-Committee or by a third party specialist as appropriate. Both may be conducted independently without the General Manager's involvement. The External Auditor cannot be engaged to complete an internal audit whilst appointed as the External Auditor.



External Audit

The Finance, Audit and Governance Sub-Committee shall make recommendations to the Committee on the appointment, reappointment or replacement, remuneration and independence of the external auditor.

The Finance, Audit and Governance Sub-Committee shall discuss with the external auditors the overall scope of the external audit, including identified risk areas and any additional agreed-upon procedures to be completed. The external auditor is to provide a detailed audit plan for the approval of the Committee before commencing. The Independence of the external auditor will be assessed annually at that time.

A timeline will be produced and submitted to the Committee that details the key timings for the entire external audit process and includes the Election, Annual General Meeting and the production of the Annual Report.

The lead auditor of the external auditor will be required to attend the Annual General Meeting and be available to answer any question the Committee may request to be answered on their behalf.

The lead auditor of the external auditor will be rotated every three years for a maximum three-year appointment.

The audit report will be presented in person to the Committee and the Finance, Audit and Governance Sub-Committee will be responsible for addressing any significant issues it highlights with the General Manager to ensure they are rectified.

MAKE TIMELY & BALANCED DISCLOSURES.

Conflict of Interest

A conflict of interest may arise if a Committee member or the General Manager has a personal interest in a business decision involving The Brisbane Golf Club.

Committee members and the General Manager have an obligation to disclose any personal interests or relationships, which can in any way impact the decision they make on a specific issue or matter that is before the Committee for resolution.

Committee members may at any time declare a conflict of interest in relation to a matter by notification to the President in writing, who shall notify the other representatives of the Committee of the conflict as soon as practicable.

The Committee shall have and maintain a conflict of interest register, disclosing the nature and extent of their interests. The conflicts of interests register, and any amendments or additions to it, shall be tabled at each Committee meeting, and any changes recorded in the minutes of that meeting.

If it is found subsequently a Committee member or the General Manager held a conflict of interest with respect to an item that was before the Committee for resolution, and no disclosure was made, it will be treated as misconduct and dealt with in accordance with the Rules.

Where a Committee member has made a disclosure they shall continue to receive Committee papers and be present during discussion relating in any way to the matter or issue, which is the subject of the conflict of interest. The President can, however, determine, that he or she does not receive any or all of those documents or be present.

A Committee member shall not vote on a matter or issue, which, is the subject of the conflict of interest. If a Committee member is concerned a disclosure should be made, and one hasn't been made, then those concerns should be referred to the President.

Member Communication

The Committee is aware of the importance of effective communication with its members and encourages regular feedback.

Relevant and timely information is conveyed to members through the Club's website, e-newsletters, social media, financial updates provided at least twice a year, and the Annual Report. Members are entitled to put forward questions that they would like addressed at the Annual General Meeting in accordance with the timeframes set out in the Rules.



APPENDICIES

Appendix A

Position Specification: President

Incumbent	John Kelly
Department/Unit	General Committee
Company Name	The Brisbane Golf Club
Address	70 Tennyson Memorial Avenue, Yeerongpilly QLD 4105
Last Updated	1 August 2015
Reports To	n/a
Overview	<ul style="list-style-type: none"> ▪ As Chair of the Committee, the primary objective of the President is to ensure the Club adheres to its By-laws and Rules. ▪ The President sets a common purpose for the Committee and to importantly act as a link between the Committee and the General Manager. As the 'first among equals', the President has an obligation to ensure the Committee is professionally and appropriately meeting all of its statutory obligations.
Key Internal Stakeholders	<ul style="list-style-type: none"> ▪ General Manager ▪ Committee ▪ Sub-Committees ▪ Members ▪ Department Heads ▪ Ladies' Committee
Key External Stakeholders	<ul style="list-style-type: none"> ▪ The Commonwealth Bank ▪ Brisbane City Council ▪ State Government ▪ BDGA, Golf Queensland, Golf Australia, PGA of Australia ▪ Golf Manager's Association ▪ Corporate Members, ▪ WH&S Consultant, HR Consultant, Honorary Treasurer
Decision Making Authority	In accordance with the Rules of The Brisbane Golf Club and as per the Delegation of Authority.
Qualifications	Formal business or related qualification or commensurate skills and experience in business/club management positions and awareness of business/club environments.
Professional Experience	Demonstrated leadership experience at an enterprise or equivalent level with an understanding of the creation and execution of business strategy.
Communication	Ability to effectively communicate and influence in a simple and persuasive manner with internal and external stakeholders.
Change Leadership	Demonstrated experience in leading enterprise level change initiatives.

Personal Traits	<ul style="list-style-type: none"> ▪ Tact Diplomacy and sensitivity ▪ Ability to reconcile opposing views ▪ Strength and clarity of purpose ▪ Ability to lead by example ▪ Ability to encourage and get the best from all team members ▪ Power to influence.
Key Result Area 1 Care and Diligence	<ul style="list-style-type: none"> ▪ To act with the degree of care and diligence that a reasonable person might be expected to show. ▪ To shape a club culture of unity, trust, integrity and openness. ▪ To ensure the Committee meets its legal obligations under the Corporations Act. Specifically, the President must meet obligations with respect to insolvent trading, provision and reporting of financial information, disclosure of director interests, lodging information and continuous disclosure.
Key Result Area 2 Function of Committee	<ul style="list-style-type: none"> ▪ Accountable for Chairing Committee meetings efficiently and shaping agenda in relation to Club goals, strategy, budget and executive performance. ▪ Responsible for encouraging and motivating Committee members to effectively discharge their obligations.
Key Result Area 3 Decision Making	<ul style="list-style-type: none"> ▪ Facilitate the development of Club strategy involving the Committee and General Manager. ▪ To monitor and evaluate progress to the strategic plan. ▪ Accountable for working with the General Manager to prepare and present information to the Committee in order that it can make appropriate decisions.
Key Result Area 4 Performance Management	<ul style="list-style-type: none"> ▪ Instituting a process for appraising Committee members individually and the Committee as a whole. ▪ Overseeing succession planning of senior executives, including the General Manager ▪ Provide mentoring, development and support to the General Manager
Key Results Area 5 Oversight of the General Manager	Overseeing negotiations for the General Manager's employment and evaluating the General Manager's performance.
Key Result 6 Selection/Termination of Employees	Assisting with the selection of Committee members in accordance with the Club's constitution.
Competency 1 Strategic Expertise	<ol style="list-style-type: none"> 1. Understands opportunities for change. 2. Understands the strategic context & has the ability to review, question and suggest outcomes and activities that can positively assist in strategic formulation. 3. Can develop multi-faceted strategies. 4. Understands the importance and value of data and insights to an organisation.
Competency 2 Accounting & Finance	<ol style="list-style-type: none"> 1. Ability to read and interpret company accounts. 2. Understands financial reporting obligations. <p>Understands corporate finance including structure and operation of corporate accounts.</p>

Competency 3 Compliance & Legislation	<ol style="list-style-type: none"> 1. Understands corporate governance frameworks and corporate obligations relating to both State and Federal laws. 2. Understands individual director's legal duties and responsibilities. Understands the legal tenants of natural justice and due process.
Competency 4 Achieving Change	<ol style="list-style-type: none"> 1. Open to change. 2. Challenges the status quo. 3. Understands opportunities for change. 4. Understands the strategic context & can define how change plans should be deployed within larger strategy.
Competency 5 Managing Risk	<ol style="list-style-type: none"> 1. Demonstrated experience in managing risk within organisations. 2. Understands the risk assessment process and understands the process of classifying and managing risk. 3. Must be able to identify risk exposure and make recommendations on strategy in order that risk exposures are mitigated or removed.
Competency 6 Industry Knowledge	<ol style="list-style-type: none"> 1. Understands member-orientated organisations. 2. Sound understanding of key regulatory frameworks as it applies to Clubs in Queensland. 3. Has been involved with a broad cross-section of businesses and industries in Queensland. 4. Understands how to position BGC as a leading member-only club within Queensland and nationally. <p>Experience of commercialising data and insights.</p>
Competency 7 Personal Interests	<ol style="list-style-type: none"> 1. Cannot hold a position with a competing industry or Club body. <p>Must disclose any personal interests that may interact with any Club related matters (be that commercial or interest based).</p>
Competency 8 Integrity	<ol style="list-style-type: none"> 1. Honours commitments & behaves consistently over time. 2. Is open & upfront in dealing with others & receptive to feedback. 3. Respected by colleagues for demonstrating a high level of professionalism. Admits to & learns from mistakes. 4. Acts with integrity & honesty even when it is difficult to do so & does not tolerate unethical business practice in others. <p>Takes action based on integrity even when there is potential personal cost with doing so.</p>
Competency 9 Negotiating	<ol style="list-style-type: none"> 1. Positions BGC as a premier members-Club in Queensland and nationally. 2. Achieves outcomes through influence. 3. Sees both sides objectively. 4. Accepts out of the box solutions. Looks ahead. 5. Creative deal making.
Competency 10 Communicating	<ol style="list-style-type: none"> 1. Articulates ideas clearly in conversations & in writing. 2. Adjusts communication to suit audiences & understands impact 3. Communicates persuasively across many different forums. 4. Interacts effectively with all audiences to engage & inspire them. 5. Creates organisational culture & capability for effective communication. 6. Is to work constructively to ensure the General Manager has a positive presence both internally and externally to the Club

Appendix B

Position Specification: Vice-President

Incumbent	Phil Wikman
Department/Unit	General Committee
Company Name	The Brisbane Golf Club
Address	70 Tennyson Memorial Avenue, Yeerongpilly QLD 4105
Last Updated	1 August 2015
Reports To	n/a
Overview	The primary objective of the Vice President is to act in the Club President's absence and to assist the President in the day-to-day operation of the Club. The Vice President may also hold accountability on assigned Club Sub-Committees.
Key Internal Stakeholders	<ul style="list-style-type: none"> ▪ General Manager ▪ Committee ▪ Sub-Committees ▪ Members ▪ Department Heads ▪ Ladies' Committee
Key External Stakeholders	<ul style="list-style-type: none"> ▪ The Commonwealth Bank ▪ Brisbane City Council ▪ State Government ▪ BDGA, Golf Queensland, Golf Australia, PGA of Australia ▪ Golf Manager's Association ▪ Corporate Members, ▪ WH&S Consultant, HR Consultant, Honorary Treasurer
Decision Making Authority	In accordance with the Rules of The Brisbane Golf Club and as per the Delegation of Authority.
Qualifications	Formal business or related qualification or commensurate skills and experience in business/club management positions and awareness of business/club environments.
Professional Experience	Demonstrated leadership experience at an enterprise or equivalent level with an understanding of the creation and execution of business strategy.
Communication	Ability to effectively communicate and influence in a simple and persuasive manner with internal and external stakeholders.
Change Leadership	Demonstrated experience in leading enterprise level change initiatives.
Personal Traits	<ul style="list-style-type: none"> ▪ Tact Diplomacy and sensitivity ▪ Ability to reconcile opposing views ▪ Strength and clarity of purpose ▪ Ability to lead by example ▪ Ability to encourage and get the best from all team members ▪ Power to influence.

Key Result Area 1 Care and Diligence	<ul style="list-style-type: none"> ▪ To act with the degree of care and diligence that a reasonable person might be expected to show. ▪ To shape a club culture of unity, trust, integrity and openness. ▪ To ensure (in the President's absence) the Committee meets its legal obligations under the Corporations Act. Specifically, the President must meet obligations with respect to insolvent trading, provision and reporting of financial information, disclosure of director interests, lodging information and continuous disclosure.
Key Result Area 2 Function of Committee	<ul style="list-style-type: none"> ▪ Accountable (in the President's absence) for Chairing Committee meetings efficiently and shaping agenda in relation to Club goals, strategy, budget and executive performance. ▪ Responsible for encouraging and motivating Committee members to effectively discharge their obligations.
Key Result Area 3 Decision Making	<ul style="list-style-type: none"> ▪ Assists the President facilitate the development of Club strategy involving the Committee and General Manager. ▪ To monitor and evaluate progress to the strategic plan. ▪ Accountable for working with the General Manager to prepare and present information to the Committee in order that it can make appropriate decisions.
Key Result Area 4 Performance Management	<ul style="list-style-type: none"> ▪ Work with the President to institute a process for appraising Committee members individually and the Committee as a whole. ▪ Work with the President to oversee succession planning of senior executives, including the General Manager ▪ Assist the President provide mentoring, development and support to the General Manager
Key Results Area 5 Oversight of the General Manager	Assist the President in overseeing negotiations for the General Manager's employment and evaluating the General Manager's performance.
Key Result Area 6 Selection/Termination of Employees	Assisting with the selection of Committee members in accordance with the Club's constitution.
Competency 1 Strategic Expertise	<ol style="list-style-type: none"> 1. Understands opportunities for change. 2. Understands the strategic context & has the ability to review, question and suggest outcomes and activities that can positively assist in strategic formulation. 3. Can develop multi-faceted strategies. 4. Understands the importance and value of data and insights to an organisation.
Competency 2 Accounting & Finance	<ol style="list-style-type: none"> 1. Ability to read and interpret company accounts. 2. Understands financial reporting obligations. 3. Understands corporate finance including structure and operation of corporate accounts.
Competency 3 Compliance & Legislation	<ol style="list-style-type: none"> 1. Understands corporate governance frameworks and corporate obligations relating to both State and Federal laws. 2. Understands individual director's legal duties and responsibilities. 3. Understands the legal tenants of natural justice and due process.

Competency 4 Achieving Change	<ol style="list-style-type: none"> 1. Open to change. 2. Challenges the status quo. 3. Understands opportunities for change. 4. Understands the strategic context & can define how change plans should be deployed within larger strategy.
Competency 5 Managing Risk	<ol style="list-style-type: none"> 1. Demonstrated experience in managing risk within organisations. 2. Understands the risk assessment process and understands the process of classifying and managing risk. 3. Must be able to identify risk exposure and make recommendations on strategy in order that risk exposures are mitigated or removed.
Competency 6 Industry Knowledge	<ol style="list-style-type: none"> 1. Understands member-orientated organisations. 2. Sound understanding of key regulatory frameworks as it applies to Clubs in Queensland. 3. Has been involved with a broad cross-section of businesses and industries in Queensland. 4. Understands how to position BGC as a leading member-only club within Queensland and nationally. 5. Experience of commercialising data and insights.
Competency 7 Personal Interests	<ol style="list-style-type: none"> 1. Cannot hold a position with a competing industry or Club body. 2. Must disclose any personal interests that may interact with any Club related matters (be that commercial or interest based).
Competency 8 Integrity	<ol style="list-style-type: none"> 1. Honours commitments & behaves consistently over time. 2. Is open & upfront in dealing with others & receptive to feedback. 3. Respected by colleagues for demonstrating a high level of professionalism. Admits to & learns from mistakes. 4. Acts with integrity & honesty even when it is difficult to do so & does not tolerate unethical business practice in others. 5. Takes action based on integrity even when there is potential personal cost with doing so.
Competency 9 Negotiating	<ol style="list-style-type: none"> 1. Positions BGC as a premier members-Club in Queensland and nationally. 2. Achieves outcomes through influence. 3. Sees both sides objectively. 4. Accepts out of the box solutions. Looks ahead. 5. Creative deal making.
Competency 10 Communicating	<ol style="list-style-type: none"> 1. Articulates ideas clearly in conversations & in writing. 2. Adjusts communication to suit audiences & understands impact 3. Communicates persuasively across many different forums. 4. Interacts effectively with all audiences to engage & inspire them. 5. Creates organisational culture & capability for effective communication. 6. Is to work constructively to ensure the General Manager has a positive presence both internally and externally to the Club

Appendix C

Position Specification: Treasurer

Incumbent	Alistair McNee
Department/Unit	General Committee
Company Name	The Brisbane Golf Club
Address	70 Tennyson Memorial Avenue, Yeerongpilly QLD 4105
Last Updated	1 August 2015
Reports To	n/a
Overview	As Treasurer of the board, the primary objective is to set and track agreed financial metrics that allow the Club to deliver on its business strategy. The Treasurer is also to ensure that the Club's finances are managed according to mandated statutory accounting standards.
Key Internal Stakeholders	<ul style="list-style-type: none"> ▪ General Manager ▪ Committee ▪ Sub-Committees ▪ Members ▪ Department Heads ▪ Ladies' Committee
Key External Stakeholders	<ul style="list-style-type: none"> ▪ The Commonwealth Bank ▪ Auditor ▪ Pay As Your Golf ▪ BDGA, Golf Queensland, Golf Australia, PGA of Australia ▪ WH&S Consultant
Decision Making Authority	In accordance with the Rules of The Brisbane Golf Club and as per the Delegation of Authority.
Qualifications	Formal business or related qualification or commensurate skills and experience in business/club management positions and awareness of business/club environments. Financial accounting qualifications are not mandatory but would be of benefit in this role.
Professional Experience	Demonstrated leadership experience at an enterprise or equivalent level with an understanding of the creation and execution of business strategy.
Communication	Ability to effectively communicate and influence in a simple and persuasive manner with internal and external stakeholders.
Change Leadership	Demonstrated experience in leading enterprise level change initiatives.
Personal Traits	<ul style="list-style-type: none"> ▪ Tact Diplomacy and sensitivity ▪ Ability to reconcile opposing views ▪ Strength and clarity of purpose ▪ Ability to lead by example ▪ Ability to encourage and get the best from all team members ▪ Power to influence.

Key Result Area 1 Care and Diligence	<ul style="list-style-type: none"> ▪ To act with the degree of care and diligence that a reasonable person might be expected to show. ▪ To ensure that the Committee meets its legal obligations under the Corporations Act. Specifically, the Treasurer must meet obligations with respect to insolvent trading, provision and reporting of financial information, disclosure of director interests, lodging information and continuous disclosure.
Key Result Area 2 Decision Making	<ul style="list-style-type: none"> ▪ Develop and report on the financial performance of the Club in consultation with the President, General Manager and other Committee members. ▪ Report both monthly and annual club accounts in consultation with the President and General Manager. ▪ To monitor and evaluate financial progress to the strategic plan. ▪ Accountable for working with the President and General Manager to prepare and present financial accounts information to the Committee in order that it can make appropriate decisions. ▪ Accountable for chairing the Finance, Audit and Governance Sub-Committee. ▪ Accountable for presenting monthly minutes from the Finance, Audit & Governance Sub-Committee meeting to the Committee
Key Result Area 3 Oversight of the General Manager	<ul style="list-style-type: none"> ▪ Provide oversight of the General Manager with respect to the management of day-to-day financial accounts including both revenues and cost centres. ▪ Assist the General Manager in the annual budgeting process. ▪ Assist the General Manager in the liaison with financial institutions.
Competency 1 Strategic Expertise	<ol style="list-style-type: none"> 1. Understands opportunities for change. 2. Understands the strategic context & has the ability to review, question and suggest outcomes and activities that can positively assist in strategic formulation. 3. Can develop multi-faceted strategies. 4. Understands the importance and value of data and insights to an organisation.
Competency 2 Accounting & Finance	<ol style="list-style-type: none"> 1. Superior ability to read and interpret company accounts. 2. Strong understands financial reporting obligations. 3. Experienced in corporate finance including structure and operation of corporate accounts.
Competency 3 Compliance & Legislation	<ol style="list-style-type: none"> 1. Understands corporate governance frameworks and corporate obligations relating to both State and Federal laws. 2. Understands individual director's legal duties and responsibilities. 3. Understands the legal tenants of natural justice and due process.

Competency 4 Achieving Change	<ol style="list-style-type: none"> 1. Open to change. 2. Challenges the status quo. 3. Understands opportunities for change. 4. Understands the strategic context & can define how change plans should be deployed within larger strategy.
Competency 5 Managing Risk	<ol style="list-style-type: none"> 1. Demonstrated experience in managing risk within organisations. 2. Understands the risk assessment process and understands the process of classifying and managing risk. 3. Must be able to identify risk exposure and make recommendations on strategy in order that risk exposures are mitigated or removed.
Competency 6 Industry Knowledge	<ol style="list-style-type: none"> 1. Understands member-orientated organisations. 2. Sound understanding of key regulatory frameworks as it applies to Clubs in Queensland. 3. Has been involved with a broad cross-section of businesses and industries in Queensland. 4. Understands how to position BGC as a leading member-only club within Queensland and nationally. 5. Experience of commercialising data and insights.
Competency 7 Personal Interests	<ol style="list-style-type: none"> 1. Cannot hold a position with a competing industry or Club body. 2. Must disclose any personal interests that may interact with any Club related matters (be that commercial or interest based).
Competency 8 Integrity	<ol style="list-style-type: none"> 1. Honours commitments & behaves consistently over time. 2. Is open & upfront in dealing with others & receptive to feedback. 3. Respected by colleagues for demonstrating a high level of professionalism. Admits to & learns from mistakes. 4. Acts with integrity & honesty even when it is difficult to do so & does not tolerate unethical business practice in others. 5. Takes action based on integrity even when there is potential personal cost with doing so.
Competency 9 Negotiating	<ol style="list-style-type: none"> 1. Positions BGC as a premier members-Club in Queensland and nationally. 2. Achieves outcomes through influence. 3. Sees both sides objectively. 4. Accepts out of the box solutions. Looks ahead. 5. Creative deal making.
Competency 10 Communicating	<ol style="list-style-type: none"> 1. Articulates ideas clearly in conversations & in writing. 2. Adjusts communication to suit audiences & understands impact 3. Communicates persuasively across many different forums. 4. Interacts effectively with all audiences to engage & inspire them. 5. Creates organisational culture & capability for effective communication. 6. Is to work constructively to ensure the General Manager has a positive presence both internally and externally to the Club

Appendix D

Position Specification: Captain

Incumbent	Terry Campbell
Department/Unit	General Committee
Company Name	The Brisbane Golf Club
Address	70 Tennyson Memorial Avenue, Yeerongpilly QLD 4105
Last Updated	1 August 2015
Reports To	n/a
Overview	The Club Captain is responsible for overseeing golf operations at the Club. This includes the strategic management of the course and overseeing the management of golf matches played at the Club.
Key Internal Stakeholders	<ul style="list-style-type: none"> ▪ General Manager ▪ Committee ▪ Sub-Committees ▪ Members ▪ Department Heads ▪ Ladies' Committee
Key External Stakeholders	<ul style="list-style-type: none"> ▪ Commonwealth Bank ▪ Brisbane City Council ▪ State Government ▪ BDGA, Golf Queensland, Golf Australia, PGA of Australia ▪ WH&S Consultant, HR Consultant, Honorary Treasurer
Decision Making Authority	In accordance with the Rules of The Brisbane Golf Club and as per the Delegation of Authority.
Qualifications	Experience in business/club management positions and awareness of business/club environments.
Professional Experience	Demonstrated understanding of golf operations including course management and an understanding of golf match play rules and regulations. An ability to interpret and implement business strategy is also important.
Communication	Ability to effectively communicate and influence in a simple and persuasive manner with internal and external stakeholders.
Change Leadership	Demonstrated experience in leading enterprise level change initiatives.
Personal Traits	<ul style="list-style-type: none"> ▪ Tact Diplomacy and sensitivity ▪ Ability to reconcile opposing views ▪ Strength and clarity of purpose ▪ Ability to lead by example ▪ Ability to encourage and get the best from all team members ▪ Power to influence.

<p>Key Result Area 1 Care and Diligence</p>	<ul style="list-style-type: none"> ▪ To act with the degree of care and diligence that a reasonable person might be expected to show. ▪ To work constructively with both the General Manager, Club Pro and Pro-Shop staff to ensure that the all golf matches are played in accordance with mandated Club rules and regulations.
<p>Key Result Area 2 Decision Making</p>	<ul style="list-style-type: none"> ▪ To ensure that the course is managed so as to deliver on the expectations that the Club's members have for the course. This is to be balanced with the financial budgets allocated for course development and maintenance. ▪ To design and implement the Course Master Plan, Course Landscape Plan and Course Maintenance Plan. ▪ To ensure that any information relating to the course is communicated to Club members. ▪ Provide oversight and support to the Vice-Captain to ensure that match activities are conducted appropriately and within the defined Club rules and regulations. ▪ Accountable for Chairing the Course Sub-Committee and Course Standing Committee. ▪ Accountable for presenting monthly Sub-Committee and Standing Committee minutes to the Committee.
<p>Key Result Area 3 Oversight of the General Manager</p>	<ul style="list-style-type: none"> ▪ Provide oversight and support of the General Manager and Course Superintendent with respect to the management of day-to-day course activities and operations. ▪ Assist the General Manager in the annual budgeting process with respect to course maintenance and development.
<p>Competency 1 Strategic Expertise</p>	<ol style="list-style-type: none"> 1. Understands opportunities for change. 2. Understands the strategic context & has the ability to review, question and suggest outcomes and activities that can positively assist in strategic formulation. 3. Can develop multi-faceted strategies. 4. Understands the importance and value of data and insights to an organisation.
<p>Competency 2 Accounting & Finance</p>	<ol style="list-style-type: none"> 1. Superior ability to read and interpret company accounts. 2. Strong understands financial reporting obligations. 3. Experienced in corporate finance including structure and operation of corporate accounts.
<p>Competency 3 Compliance & Legislation</p>	<ol style="list-style-type: none"> 1. Understands corporate governance frameworks and corporate obligations relating to both State and Federal laws. 2. Understands individual director's legal duties and responsibilities. 3. Understands the legal tenants of natural justice and due process.

Competency 4 Achieving Change	<ol style="list-style-type: none"> 1. Open to change. 2. Challenges the status quo. 3. Understands opportunities for change. 4. Understands the strategic context & can define how change plans should be deployed within larger strategy.
Competency 5 Managing Risk	<ol style="list-style-type: none"> 1. Demonstrated experience in managing risk within organisations. 2. Understands the risk assessment process and understands the process of classifying and managing risk. 3. Must be able to identify risk exposure and make recommendations on strategy in order that risk exposures are mitigated or removed.
Competency 6 Industry Knowledge	<ol style="list-style-type: none"> 1. Understands member-orientated organisations. 2. Sound understanding of key regulatory frameworks as it applies to Clubs in Queensland. 3. Has been involved with a broad cross-section of businesses and industries in Queensland. 4. Understands how to position BGC as a leading member-only club within Queensland and nationally. 5. Experience of commercialising data and insights.
Competency 7 Personal Interests	<ol style="list-style-type: none"> 1. Cannot hold a position with a competing industry or Club body. 2. Must disclose any personal interests that may interact with any Club related matters (be that commercial or interest based).
Competency 8 Integrity	<ol style="list-style-type: none"> 1. Honours commitments & behaves consistently over time. 2. Is open & upfront in dealing with others & receptive to feedback. 3. Respected by colleagues for demonstrating a high level of professionalism. Admits to & learns from mistakes. 4. Acts with integrity & honesty even when it is difficult to do so & does not tolerate unethical business practice in others. 5. Takes action based on integrity even when there is potential personal cost with doing so.
Competency 9 Negotiating	<ol style="list-style-type: none"> 1. Positions BGC as a premier members-Club in Queensland and nationally. 2. Achieves outcomes through influence. 3. Sees both sides objectively. 4. Accepts out of the box solutions. Looks ahead. 5. Creative deal making.
Competency 10 Communicating	<ol style="list-style-type: none"> 1. Articulates ideas clearly in conversations & in writing. 2. Adjusts communication to suit audiences & understands impact 3. Communicates persuasively across many different forums. 4. Interacts effectively with all audiences to engage & inspire them. 5. Creates organisational culture & capability for effective communication. 6. Is to work constructively to ensure the General Manager has a positive presence both internally and externally to the Club

Appendix E

Position Specification: Vice-Captain

Incumbent	Stephen Deane
Department/Unit	General Committee
Company Name	The Brisbane Golf Club
Address	70 Tennyson Memorial Avenue, Yeerongpilly QLD 4105
Last Updated	1 August 2015
Reports To	n/a
Overview	The Vice-Captain is responsible for overseeing the management of golf matches played at the Club. The Vice Captain is to ensure that areas of match are managed in accordance with mandated Club rules and regulations.
Key Internal Stakeholders	<ul style="list-style-type: none"> ▪ General Manager ▪ Committee ▪ Sub-Committees ▪ Members ▪ Department Heads ▪ Ladies' Committee
Key External Stakeholders	<ul style="list-style-type: none"> ▪ State Government ▪ BDGA, Golf Queensland, Golf Australia, PGA of Australia ▪ WH&S Consultant
Decision Making Authority	In accordance with the Rules of The Brisbane Golf Club and as per the Delegation of Authority.
Qualifications	Experience in business/club management positions and awareness of business/club environments.
Professional Experience	Demonstrated understanding of golf operations including course management and an understanding of golf match play rules and regulations. An ability to interpret and implement business strategy is also important.
Communication	Ability to effectively communicate and influence in a simple and persuasive manner with internal and external stakeholders.
Change Leadership	Demonstrated experience in leading enterprise level change initiatives.
Personal Traits	<ul style="list-style-type: none"> ▪ Tact Diplomacy and sensitivity ▪ Ability to reconcile opposing views ▪ Strength and clarity of purpose ▪ Ability to lead by example ▪ Ability to encourage and get the best from all team members ▪ Power to influence.

Key Result Area 1 Care and Diligence	<ul style="list-style-type: none"> ▪ To act with the degree of care and diligence that a reasonable person might be expected to show. ▪ To work constructively with both the General Manager, Club Pro and Pro-Shop staff to ensure that the all golf matches are played in accordance with mandated Club rules and regulations.
Key Result Area 2 Function of Committee	<ul style="list-style-type: none"> ▪ Accountable (in the President's absence) for Chairing Committee meetings efficiently and shaping agenda in relation to Club goals, strategy, budget and executive performance. ▪ Responsible for encouraging and motivating Committee members to effectively discharge their obligations.
Key Result Area 3 Decision Making	<ul style="list-style-type: none"> ▪ To ensure that any information relating to Club matches are communicated to Club members. ▪ To ensure that match activities are conducted appropriately and within the defined Club rules and regulations. ▪ Accountable for developing and communicating the annual fixtures book in consultation with the Committee. ▪ Responsible for the co-ordination of all golf competitions conducted by the Men including honour board and major events. ▪ Assist the Club Captain on matters related to the Course. ▪ Accountable for chairing the Match Sub-Committee. ▪ Accountable for presenting Match Sub-Committee minutes to the Committee
Key Result Area 4 Oversight of the General Manager	<ul style="list-style-type: none"> ▪ Provide oversight and support of the General Manager, Golf Pro and Pro Shop staff with respect to the management of day to day matters relating to match.
Competency 1 Strategic Expertise	<ol style="list-style-type: none"> 1. Understands opportunities for change. 2. Understands the strategic context & has the ability to review, question and suggest outcomes and activities that can positively assist in strategic formulation. 3. Can develop multi-faceted strategies. 4. Understands the importance and value of data and insights to an organisation.
Competency 2 Accounting & Finance	<ol style="list-style-type: none"> 1. Superior ability to read and interpret company accounts. 2. Strong understands financial reporting obligations. 3. Experienced in corporate finance including structure and operation of corporate accounts.
Competency 3 Compliance & Legislation	<ol style="list-style-type: none"> 1. Understands corporate governance frameworks and corporate obligations relating to both State and Federal laws. 2. Understands individual director's legal duties and responsibilities. 3. Understands the legal tenants of natural justice and due process.
Competency 4 Achieving Change	<ol style="list-style-type: none"> 1. Open to change. 2. Challenges the status quo. 3. Understands opportunities for change. 4. Understands the strategic context & can define how change plans should be deployed within larger strategy.

Competency 5 Managing Risk	<ol style="list-style-type: none"> 1. Demonstrated experience in managing risk within organisations. 2. Understands the risk assessment process and understands the process of classifying and managing risk. 3. Must be able to identify risk exposure and make recommendations on strategy in order that risk exposures are mitigated or removed.
Competency 6 Industry Knowledge	<ol style="list-style-type: none"> 1. Understands member-orientated organisations. 2. Sound understanding of key regulatory frameworks as it applies to Clubs in Queensland. 3. Has been involved with a broad cross-section of businesses and industries in Queensland. 4. Understands how to position BGC as a leading member-only club within Queensland and nationally. 5. Experience of commercialising data and insights.
Competency 7 Personal Interests	<ol style="list-style-type: none"> 1. Cannot hold a position with a competing industry or Club body. 2. Must disclose any personal interests that may interact with any Club related matters (be that commercial or interest based).
Competency 8 Integrity	<ol style="list-style-type: none"> 1. Honours commitments & behaves consistently over time. 2. Is open & upfront in dealing with others & receptive to feedback. 3. Respected by colleagues for demonstrating a high level of professionalism. Admits to & learns from mistakes. 4. Acts with integrity & honesty even when it is difficult to do so & does not tolerate unethical business practice in others. 5. Takes action based on integrity even when there is potential personal cost with doing so.
Competency 9 Negotiating	<ol style="list-style-type: none"> 1. Positions BGC as a premier members-Club in Queensland and nationally. 2. Achieves outcomes through influence. 3. Sees both sides objectively. 4. Accepts out of the box solutions. Looks ahead. 5. Creative deal making.
Competency 10 Communicating	<ol style="list-style-type: none"> 1. Articulates ideas clearly in conversations & in writing. 2. Adjusts communication to suit audiences & understands impact 3. Communicates persuasively across many different forums. 4. Interacts effectively with all audiences to engage & inspire them. 5. Creates organisational culture & capability for effective communication. 6. Is to work constructively to ensure the General Manager has a positive presence both internally and externally to the Club

Appendix F

Position Specification: Committee Member

Incumbent	Patrick Dixon, Catherine Hammond, Graydon Atthow and Philip Fraser
Department/Unit	General Committee
Company Name	The Brisbane Golf Club
Address	70 Tennyson Memorial Avenue, Yeerongpilly QLD 4105
Last Updated	1 August 2015
Reports To	n/a
Overview	The role of a Committee member without portfolio is to contribute to discussion and debate at a Committee level in order that all decisions that are made are done so in the best interests of the Club's future. These Committee members may also have accountability at a Sub-Committee level.
Key Internal Stakeholders	<ul style="list-style-type: none"> ▪ General Manager ▪ Committee ▪ Sub-Committees ▪ Members ▪ Department Heads ▪ Ladies' Committee
Key External Stakeholders	<ul style="list-style-type: none"> ▪ State Government ▪ BDGA, Golf Queensland, Golf Australia, PGA of Australia ▪ WH&S Consultant
Decision Making Authority	In accordance with the Rules of The Brisbane Golf Club and as per the Delegation of Authority.
Qualifications	Awareness of business/club environments.
Professional Experience	Experience in a club or business orientated environment
Communication	Ability to effectively communicate and influence in a simple and persuasive manner with all stakeholders.
Change Leadership	Experience at being involved in change initiatives.
Personal Traits	<ul style="list-style-type: none"> ▪ Tact Diplomacy and sensitivity ▪ Ability to reconcile opposing views ▪ Strength and clarity of purpose ▪ Ability to lead by example ▪ Ability to encourage and get the best from all team members ▪ Power to influence.
Key Result Area 1 Care and Diligence	<ul style="list-style-type: none"> ▪ To act with the degree of care and diligence that a reasonable person might be expected to show. ▪ To work constructively with the Board/Committee members and Club staff in order to ensure that the Club is professional and successfully managed.

Key Result Area 2 Decision Making	<ul style="list-style-type: none"> ▪ Provide proactive input in all aspects of the Club's management and operation. ▪ Assist in strategic planning for the Club. ▪ Assist in communicating Club decisions or directions to members. ▪ Chair or participate in Club Sub-Committee activities. ▪ Raise member issues or concerns to the Board/Committee, General Manager and/or Club management representatives for review and resolution.
Key Result Area 3 Oversight of the General Manager	Assist the General Manager in a proactive manner in order that he/she can successfully manage the day-to-day operation of the Club to the satisfaction of members.
Competency 1 Strategic Expertise	<ol style="list-style-type: none"> 1. Understands opportunities for change. 2. Understands the strategic context & has the ability to review, question and suggest outcomes and activities that can positively assist in strategic formulation. 3. Can develop multi-faceted strategies. 4. Understands the importance and value of data and insights to an organisation.
Competency 2 Accounting & Finance	<ol style="list-style-type: none"> 1. Superior ability to read and interpret company accounts. 2. Strong understands financial reporting obligations. 3. Experienced in corporate finance including structure and operation of corporate accounts.
Competency 3 Compliance & Legislation	<ol style="list-style-type: none"> 1. Understands corporate governance frameworks and corporate obligations relating to both State and Federal laws. 2. Understands individual director's legal duties and responsibilities. 3. Understands the legal tenants of natural justice and due process.
Competency 4 Achieving Change	<ol style="list-style-type: none"> 1. Open to change. 2. Challenges the status quo. 3. Understands opportunities for change. 4. Understands the strategic context & can define how change plans should be deployed within larger strategy.
Competency 5 Managing Risk	<ol style="list-style-type: none"> 1. Demonstrated experience in managing risk within organisations. 2. Understands the risk assessment process and understands the process of classifying and managing risk. 3. Must be able to identify risk exposure and make recommendations on strategy in order that risk exposures are mitigated or removed.
Competency 6 Industry Knowledge	<ol style="list-style-type: none"> 1. Understands member-orientated organisations. 2. Sound understanding of key regulatory frameworks as it applies to Clubs in Queensland. 3. Has been involved with a broad cross-section of businesses and industries in Queensland. 4. Understands how to position BGC as a leading member-only club within Queensland and nationally. 5. Experience of commercialising data and insights.
Competency 7 Personal Interests	<ol style="list-style-type: none"> 1. Cannot hold a position with a competing industry or Club body. 2. Must disclose any personal interests that may interact with any Club related matters (be that commercial or interest based).

<p>Competency 8 Integrity</p>	<ol style="list-style-type: none"> 1. Honours commitments & behaves consistently over time. 2. Is open & upfront in dealing with others & receptive to feedback. 3. Respected by colleagues for demonstrating a high level of professionalism. Admits to & learns from mistakes. 4. Acts with integrity & honesty even when it is difficult to do so & does not tolerate unethical business practice in others. 5. Takes action based on integrity even when there is potential personal cost with doing so.
<p>Competency 9 Negotiating</p>	<ol style="list-style-type: none"> 1. Positions BGC as a premier members-Club in Queensland and nationally. 2. Achieves outcomes through influence. 3. Sees both sides objectively. 4. Accepts out of the box solutions. Looks ahead. 5. Creative deal making.
<p>Competency 10 Communicating</p>	<ol style="list-style-type: none"> 1. Articulates ideas clearly in conversations & in writing. 2. Adjusts communication to suit audiences & understands impact 3. Communicates persuasively across many different forums. 4. Interacts effectively with all audiences to engage & inspire them. 5. Creates organisational culture & capability for effective communication. 6. Is to work constructively to ensure the General Manager has a positive presence both internally and externally to the Club



Appendix G

Position Specification: General Manager

Incumbent	Geoff Kuehner
Department/Unit	Finance & Administration
Company Name	The Brisbane Golf Club
Address	70 Tennyson Memorial Avenue, Yeerongpilly QLD 4105
Last Updated	1 August 2015
Reports To	General Committee
Overview	<ul style="list-style-type: none"> ▪ The Committee delegates responsibility for the day-to-day management of The Brisbane Golf Club to the General Manager who is assisted by department heads. ▪ The management of the Club must be consistent with the approved strategic plan for the Club. ▪ The General Manager will also be accountable for the delivery of any other items that may be allocated to him/her by the Committee as a consequence of member feedback or observations for the improved management of the Club.
Key Internal Stakeholders	<ul style="list-style-type: none"> ▪ General Manager ▪ Committee ▪ Sub-Committees ▪ Members ▪ Department Heads ▪ Other Employee ▪ Ladies' Committee
Key External Stakeholders	<ul style="list-style-type: none"> ▪ The Commonwealth Bank ▪ Brisbane City Council ▪ State Government ▪ BDGA, Golf Queensland, Golf Australia, PGA of Australia ▪ Golf Manager's Association ▪ Corporate Members, ▪ WH&S Consultant, HR Consultant, Honorary Treasurer
Decision Making Authority	In accordance with the Rules of The Brisbane Golf Club and as per the Delegation of Authority.
Qualifications	<ul style="list-style-type: none"> ▪ Formal business or related qualification or commensurate skills and experience in business/club management positions and awareness of business/club environments. ▪ Bachelor's degree in business administration, hospitality management, or related field.
Professional Experience	<ul style="list-style-type: none"> ▪ Expertise in service excellence. ▪ Understanding of the private golf club and hospitality business. ▪ Direct experience managing food and beverage operations as well as special events. ▪ Demonstrated professional track record in the areas of: Financial management; Human resources management; Change management; Project management; Food and beverage operations; Information technology; Public speaking, business writing, meeting; facilitation; Strategic planning; Budget preparation; Marketing and Advertising; Retail

Communication	Ability to effectively communicate and influence in a simple and persuasive manner with internal and external stakeholders.
Change Leadership	Demonstrated experience in leading enterprise level change initiatives.
Personal Traits	<ul style="list-style-type: none"> ▪ Tact Diplomacy and sensitivity ▪ Ability to reconcile opposing views ▪ Strength and clarity of purpose ▪ Ability to lead by example ▪ Ability to encourage and get the best from all team members ▪ Power to influence.
Key Result Area 1 Care and Diligence	<ul style="list-style-type: none"> ▪ To act with the degree of care and diligence that a reasonable person might be expected to show. ▪ The General Manager must ensure the Committee is provided with sufficient information in order that it can make informed decisions about the management and financial well-being of the Club. This includes financial information relating to all of the Club's activities, information on Club staff and any other information that shall allow the Committee to effectively discharge their statutory and Club constitution obligations. ▪ To shape a culture of unity, trust, integrity and openness.
Key Result Area 2 Function of Committee	<ul style="list-style-type: none"> ▪ Accountable for facilitating and coordinating Committee meetings in consultation with the President. ▪ Responsible for encouraging and motivating Committee members to effectively discharge their obligations. ▪ Responsible for ensuring that all information presented to the Committee and decisions made by the Committee are accurately minuted and distributed.
Key Result Area 3 Oversight of the Department Heads	<ul style="list-style-type: none"> ▪ The General Manager must ensure that each of his/her Department Heads are fully appraised of the Club's Strategic Plan and understand the accountabilities they have with respect to the successful implementation of the plan. ▪ The General Manager must also ensure that Department Heads are effectively managing the day-to-day operation of their respective areas. This includes making sure that each individual has a position description and that each department head understands their key accountabilities and understands what success looks like with respect to each respective accountability. ▪ Where the performance of employees) falls below the desired expectation, the General Manager must proactively intervene to ensure that the performance deficiency is corrected. Such interventions must be done in a fair and consistent manner according to the SOP Library.
Key Result Area 4 Operational Management Decision Making	<ul style="list-style-type: none"> ▪ Develop, deliver and constantly review the Club's strategic plan. This includes ensuring that the strategic plan is updated on an annual basis and approved by the Committee. In developing the strategic plan, the General Manager must engage in proactive stakeholder consultation with his/her key internal interfaces and ensure that the Plan developed is realistic and when delivered will serve the best interests of the Club into the future.

	<ul style="list-style-type: none"> ▪ To monitor and evaluate progress to the strategic plan in consultation with the President. ▪ Accountable for working with the President to prepare and present information to the Board/Committee in order that it can make appropriate decisions. ▪ Accountable to the president for ensuring that day to day operational activities are successfully completed in a way that is not only consistent with the strategic plan but also to a level that successfully meets the needs of the Club's members. ▪ Can be receptive to member feedback/criticism and then implement satisfactory solutions in a timely and professional manner. ▪ Has the ability to make decisions within his/her delegation in a timely and professional manner so as the Club can continue to deliver high quality members services. ▪ Is responsible for revenue generating initiatives (in consultation with the Committee) that are consistent with the Club's strategic plan.
Key Result Area 5 Performance Management	<ul style="list-style-type: none"> ▪ Instituting a process for appraising the performance of the department heads and employees in a professional and pro-active manner. Such arrangements shall be consistent across the Club. ▪ Overseeing succession planning of department heads and employees identified with high potential. ▪ Provide mentoring, development and support to direct reports and employees identified as being of high potential.
Key Result 6 Selection/Termination of Employees	<ul style="list-style-type: none"> ▪ The General Manager shall select, hire and terminate employees in accordance with his/her delegation. In addition, the General Manager shall keep the President fully apprised of staff movements including both engagements and terminations prior to executing a decision.
Competency 1 Strategic Expertise	<ol style="list-style-type: none"> 1. Understands opportunities for change. 2. Understands the strategic context & has the ability to review, question and suggest outcomes and activities that can positively assist in strategic formulation. 3. Can develop multi-faceted strategies. 4. Understands the importance and value of data and insights to an organisation.
Competency 2 Accounting & Finance	<ol style="list-style-type: none"> 1. Superior ability to read and interpret company accounts. 2. Strong understands financial reporting obligations. 3. Experienced in corporate finance including structure and operation of corporate accounts.
Competency 3 Compliance & Legislation	<ol style="list-style-type: none"> 1. Understands corporate governance frameworks and corporate obligations relating to both State and Federal laws. 2. Understands individual director's legal duties and responsibilities. 3. Understands the legal tenants of natural justice and due process.
Competency 4 Achieving Change	<ol style="list-style-type: none"> 1. Open to change. 2. Challenges the status quo. 3. Understands opportunities for change. 4. Understands the strategic context & can define how change plans should be deployed within larger strategy.

Competency 5 Managing Risk	<ol style="list-style-type: none"> 1. Demonstrated experience in managing risk within organisations. 2. Understands the risk assessment process and understands the process of classifying and managing risk. 3. Must be able to identify risk exposure and make recommendations on strategy in order that risk exposures are mitigated or removed.
Competency 6 Industry Knowledge	<ol style="list-style-type: none"> 1. Understands member-orientated organisations. 2. Sound understanding of key regulatory frameworks as it applies to Clubs in Queensland. 3. Has been involved with a broad cross-section of businesses and industries in Queensland. 4. Understands how to position BGC as a leading member-only club within Queensland and nationally. 5. Experience of commercialising data and insights.
Competency 7 Personal Interests	<ol style="list-style-type: none"> 1. Cannot hold a position with a competing industry or Club body. 2. Must disclose any personal interests that may interact with any Club related matters (be that commercial or interest based).
Competency 8 Integrity	<ol style="list-style-type: none"> 1. Honours commitments & behaves consistently over time. 2. Is open & upfront in dealing with others & receptive to feedback. 3. Respected by colleagues for demonstrating a high level of professionalism. Admits to & learns from mistakes. 4. Acts with integrity & honesty even when it is difficult to do so & does not tolerate unethical business practice in others. 5. Takes action based on integrity even when there is potential personal cost with doing so.
Competency 9 Negotiating	<ol style="list-style-type: none"> 1. Positions BGC as a premier members-Club in Queensland and nationally. 2. Achieves outcomes through influence. 3. Sees both sides objectively. 4. Accepts out of the box solutions. Looks ahead. 5. Creative deal making.
Competency 10 Communicating	<ol style="list-style-type: none"> 1. Articulates ideas clearly in conversations & in writing. 2. Adjusts communication to suit audiences & understands impact 3. Communicates persuasively across many different forums. 4. Interacts effectively with all audiences to engage & inspire them. 5. Creates organisational culture & capability for effective communication. 6. Is to work constructively to ensure the General Manager has a positive presence both internally and externally to the Club



Appendix H

Finance, Audit & Governance Sub-Committee Charter

Purpose

The Finance, Audit & Governance Sub-Committee is tasked by the Committee to assist them fulfil its oversight responsibilities in regard to finance, audit and governance related matters. Importantly, the key focus of the Sub-Committee must be to work towards completing the objectives articulated within the approved strategic plan and current year budget.

Sub-Committee Responsibilities

- o Ensure accounting and other records are adequately maintained to comply with statutory requirements and Club needs;
- o Ensure that financial budgets are prepared and approved by the Committee and on an annual and long term basis to meet the Club's governance and planning needs;
- o Ensure that monthly reporting is promptly and accurately performed, to enable the Committee to assess the performance of the Club, & to take any corrective action;
- o Ensure that the Club's information technology is suitable.
- o Ensure that the annual financial statements of the Club are prepared in accordance with the relevant accounting standards;
- o Ensure that the Club's operating and capital requirements are adequately provided for, whilst maintaining the overall long term cash reserves guidelines;
- o Ensure that all Club assets and risks are adequately assessed and insured as necessary and ensure a systematic approach to managing the clubs key risks is undertaken;
- o Recommend to the Committee, rates for entrances fees, subscriptions, green fees, competition fees and any other charges;
- o Ensure that adequate internal controls exist to ensure that income and expenditure is properly recorded and controlled;
- o Ensure that all statutory records are properly maintained, and all employees are adequately remunerated in accordance with statutory requirements & best practice;
- o Ensure that the Club meets all superannuation requirements;
- o Ensure that all taxes are promptly remitted in accordance with legislative requirements and timetables;
- o Organise internal audit if necessary.
- o Develop the annual audit plan and assess the performance of the external auditor.
- o Discuss with the external auditor any audit problems encountered in the normal course of audit work, including any restriction on audit scope or access to information.
- o Ensure that significant findings and recommendations made by the external auditor and management's proposed response are received, discussed and acted on appropriately.
- o Review the effectiveness of the corporate governance framework.
- o Keep the members updated on finance, audit and governance related information.



Composition

- o This Sub-Committee will be chaired by the Treasurer;
- o Another Committee member will also be appointed to this Sub-Committee;
- o All Office Bearers are ex-officio members of this Sub-Committee;
- o All appointments/terminations to the Sub-Committee will be made by resolution of the Committee;
- o A quorum of any meeting will be three (3) members;
- o Voting rights on this Sub-Committee will be equal. Should a vote be split the vote of the Chair of this Sub-Committee will prevail;
- o The Secretary of this Sub-Committee will be the Finance & Administration Manager.
- o The Committee, through the Sub-Committee Chair, may extend an invitation to any other person to attend as an observer. Observers may participate in the meeting but do not have a vote.

Meetings

- o Meetings are to be held at least once a month and should correspond with the Club's financial reporting cycle. Refer to the Committee Calendar for the dates of scheduled meetings;
- o The Committee must be advised of any additional meetings held outside of the above dates.
- o Meetings are to last no longer than two hours and with this type of time expectation a concise agenda to stay on point is required and discussion per issue limited to reasonable lengths of time.

Agenda and Minutes

- o The Secretary of this Sub-Committee will work with the Chair and General Manager to set the agendas;
- o Items must be forwarded to the Secretary of the Sub-Committee in writing five days prior to the Sub-Committee meeting;
- o The Agenda is to go to all of the expected attendees as well as the Office Bearers.
- o The Agenda will be standardised, placing controversial issues at the end so proper time can be dedicated to normal business;
- o The Secretary of this Sub-Committee will also take the minutes;
- o The minutes will clearly outline the tasks generated at the Sub-Committee meeting, who they are to be completed by and their due date;
- o A drop box has been established for the Sub-Committee meeting to distribute and store Sub-Committee papers, minutes, agendas and reports;
- o The minutes will be made available and uploaded to the dropbox within one week of that meeting being held.
- o The Sub-Committee Chair will approve them beforehand;
- o All information to be tabled and discussed at a Sub-Committee meeting is to be made available in the drop box at least five days prior to the Sub-Committee meeting.
- o An agenda can be changed within the five days prior of a Sub-Committee Meeting but the approval of the President in writing is required. If this occurs a new agenda must be prepared and re-distributed to all attendees of the Sub-Committee.

Authority and Approval Process

- o The Sub-Committee has accountability for developing and elevating decisions for resolution to the Committee;
- o The Sub-Committee must act within its approved delegations of authority and ensure there is clear viability at a Committee level on all decisions being made that influence operations at the Club;
- o Requests and other approvals required outside of the budget by other Sub-Committees are to be presented to the Finance, Audit and Governance Sub-Committee in writing and their recommendation must be obtained before the Committee will consider it.

Reporting and Recommendations

- o The minutes of each Sub-Committee meeting are to be included in the Committee papers for the next Committee meeting;
- o Recommendations must be highlighted in the minutes and preferably on the first page so they are clearly visible. They must be supported by a passed resolution.
- o The Sub-Committee must ensure the Committee is aware, in a timely manner, of matters that may significantly affect the financial condition or affairs of the business.

Review

- o The President and the General Manager will conduct regular reviews of this Charter;
- o The Committee has adopted this Charter and if changes to the framework or underpinning appendices are to be made, it must be presented to the Committee for approval prior to the documents (in question) being ratified.

Publication

- o This Charter will be made available to members.



Appendix I

Match Sub-Committee Charter

Purpose

The Match Sub-Committee is tasked by the Committee to plan and conduct successful golf competitions in accordance with mandated Club rules and by-laws. The Sub-Committee is also responsible for handicaps and enforcing club etiquette on the course.

Sub-Committee Responsibilities

- o Plan and prepare the annual golfing calendar;
- o Establish and advertise conditions under which competitions are to be played;
- o Determine and update where necessary Local Rules and Temporary Local Rules
- o Manage and control all matters affecting matches, competitions and the playing of golf including any disputes that may arise;
- o Ensure compliance with R & A Rules of Golf;
- o Ensure the course is set up in accordance with Golf Australia handicap and course rating systems;
- o Maintain a current handicap system for members in accordance with the rules prescribed by Golf Australia;
- o Index the rating of holes for stroke play and match play;
- o Select teams and ancillary team managers for pennant and other competitions as required;
- o Recommend competition fees;
- o Determine competition formats and tee times;
- o Communicate shotgun start times to the course superintendent;
- o Determine prize allocation for Club competitions;
- o Oversee the junior golf program;
- o Manage the course etiquette policy;
- o Oversee minor disciplinary matters relating to the playing of golf;
- o Direct more serious issues to the Committee.
- o Keep the members updated on match related information.

Composition

This Sub-Committee will be Chaired by the Captain or Vice-Captain.

- o Another Committee member will also be appointed to this Sub-Committee;
- o All Office Bearers are ex-officio members of this Sub-Committee;
- o All appointments or terminations to the Sub-Committee will be made by resolution of the Committee;
- o A quorum of any meeting will be three (3) members;
- o Voting rights on this Sub-Committee will be equal. Should a vote be split the vote of the Chair of this Sub-Committee will prevail;
- o The Secretary of this Sub-Committee will be the Director of Golf, unless otherwise determined by the Committee.
- o The Committee, through the Sub-Committee Chair, may extend an invitation to any person to attend as observers. Observers may participate in the meeting but do not have a vote.
- o An agenda can be changed within the five days prior of a Sub-Committee Meeting but the approval of the President in writing is required. If this occurs a new agenda must be prepared and re-distributed to all attendees of the Sub-Committee.
- o The Ladies' Captain will be invited from time to time to attend.

Meetings

- o Meetings are to be held at least once a month. Refer to the Committee Calendar for the dates of scheduled meetings;
- o The Committee must be advised of any additional meetings held outside of the above dates.
- o Meetings are to last no longer than two hours and with this type of time expectation a concise agenda to stay on point is required and discussion per issue limited to reasonable lengths of time.

Agenda and Minutes

- o The Secretary of this Sub-Committee will work with the Chair to set the agendas;
- o Items must be forwarded to the Secretary of the Sub-Committee in writing five days prior to the Sub-Committee meeting;
- o The Agenda is to go to all of the expected attendees as well as the Office Bearers.
- o The Agenda will be standardised, placing controversial issues at the end so proper time can be dedicated to normal business;
- o The Secretary of this Sub-Committee will also take the minutes;
- o The minutes will clearly outline the tasks generated at the Sub-Committee meeting, who they are to be completed by and their due date;
- o A drop box has been established for the Sub-Committee meeting to distribute and store Sub-Committee papers, minutes, agendas and reports;
- o The minutes will be made available and uploaded to the dropbox within one week of that meeting being held;
- o The Sub-Committee Chair will approve them beforehand;
- o All information to be tabled and discussed at a Sub-Committee meeting is to be made available in the drop box at least five days prior to the Sub-Committee meeting.

Authority and Approval Process

This Sub-Committee will be Chaired by the Captain or Vice-Captain.

- o The Sub-Committee has accountability for developing and elevating decisions for resolution to the Committee;
- o The Sub-Committee must act within its approved delegations of authority and ensure there is clear viability at a Committee level on all decisions being made that influence operations at the Club;
- o Requests and other approvals required outside of the budget by other Sub-Committees are to be presented to the Finance, Audit and Governance Sub-Committee in writing and their recommendation must be obtained before the Committee will consider it.

Reporting and Recommendations

- o The minutes of each Sub-Committee meeting are to be included in the Committee papers for the next Committee meeting;
- o Recommendations must be highlighted in the minutes and preferably on the first page so they are clearly visible. They must be supported by a passed resolution.
- o The Sub-Committee must ensure the Committee is aware, in a timely manner, of matters that may significantly affect the financial condition or affairs of the business.
- o Only recommendations included in the minutes of the Sub-Committee meeting will be discussed at the next Committee meeting. This will ensure the Committee is not required to make a decision without at least five days notice.



Review

- o The President and the General Manager will conduct regular reviews of this Charter;
- o The Committee has adopted this Charter and and if changes to the framework or underpinning appendices are to be made, it must be presented to the Committee for approval prior to the documents (in question) being ratified.

Publication

- o This Charter will be made available to members.

Appendix J

Course Sub-Committee Charter

Purpose

The Course Sub-Committee is tasked by the Committee to develop and deliver the approved Course Set-Up Policy, Course Maintenance Standards, Course Master Plan and Course Landscape Plan to provide members the best possible course within the resources available. The Sub-Committee also manages member feedback and requests directly relating to the course.

Sub-Committee Responsibilities

- o Recommend from time to time amendments to the Course Set-Up Policy; Course Maintenance Standards, Course Master Plan and Course Landscape Plan for approval of the Committee;
- o Establish and oversee the annual works and maintenance programs associated with the Course Set-Up Policy; Course Maintenance Standards, Course Master Plan and Course Landscape Plan in conjunction with the Course

Superintendent

- o Determine and formulate from time to time course re-design in conjunction with persons having relevant expertise. This may include the Course Superintendent, Course Architect, Landscape Architect, Director of Golf, PGA Professionals and other experts from the fields of irrigation, turf, engineering and town planning as required;
- o Prepare annual capital and expenditure budgets for approval by the Committee;
- o Overview tee and pin placements and possible requirements for relief (GUR) in conjunction with the match committee;
- o Offer input for honour board and major event scheduling to allow appropriate timing for course presentation;
- o Oversee the development and implementation of the equipment maintenance and replacement plan;
- o Oversee the development and implementation of the Workplace Health & Safety Policy;
- o Keep the members updated on course related information;
- o Keep up to date with member feedback and requests.

Composition

- o This Sub-Committee will be Chaired by the Captain;
- o Another two Committee members will also be appointed to this Sub-Committee;
- o All Office Bearers are ex-officio members of this Sub-Committee;
- o All appointments or terminations to the Sub-Committee will be made by resolution of the Committee;
- o A quorum of any meeting will be three (3) members;
- o Voting rights on this Sub-Committee will be equal. Should a vote be split the vote of the Chair of this Sub-Committee will prevail;
- o The Secretary of this Sub-Committee will be the Course Superintendent, unless otherwise determined by the Committee;
- o The Committee, through the Sub-Committee Chair, may extend an invitation to any person to attend as observers. Observers may participate in the meeting but do not have a vote.
- o An agenda can be changed within the five days prior of a Sub-Committee Meeting but the approval of the President in writing is required. If this occurs a new agenda must be prepared and re-distributed to all attendees of the Sub-Committee.

Meetings

- o Meetings are to be held at least once a month. Refer to the Committee Calendar for the dates of scheduled meetings;
- o The Committee must be advised of any additional meetings held outside of the above dates.
- o Approval to hold a meeting of the Course Standing Committee must be firstly obtained by the Committee.
- o An agenda can be changed within the five days prior of a Sub-Committee Meeting but the approval of the President in writing is required. If this occurs a new agenda must be prepared and re-distributed to all attendees of the Sub-Committee.

Agenda and Minutes

- o The Secretary of this Sub-Committee will work with the Chair to set the agendas;
- o Items must be forwarded to the Secretary of the Sub-Committee in writing five days prior to the Sub-Committee meeting;
- o The Agenda is to go to all of the expected attendees as well as the Office Bearers;
- o The Agenda will be standardised, placing controversial issues at the end so proper time can be dedicated to normal business;
- o The Secretary of this Sub-Committee will also take the minutes;
- o The minutes will clearly outline the tasks generated at the Sub-Committee meeting, who they are to be completed by and their due date;
- o A drop box has been established for the Sub-Committee meeting to distribute and store Sub-Committee papers, minutes, agendas and reports;
- o The minutes will be made available and uploaded to the dropbox within one week of that meeting being held;
- o The Sub-Committee Chair will approve them beforehand;
- o All information to be tabled and discussed at a Sub-Committee meeting is to be made available in the drop box at least five days prior to the Sub-Committee meeting.

Authority and Approval Process

- o The Sub-Committee has accountability for developing and elevating decisions for resolution to the Committee;
- o The Sub-Committee must act within its approved delegations of authority and ensure there is clear viability at a Committee level on all decisions being made that influence operations at the Club;
- o Requests and other approvals required outside of the budget by other Sub-Committees are to be presented to the Finance, Audit and Governance Sub-Committee in writing and their recommendation must be obtained before the Committee will consider it.

Reporting and Recommendations

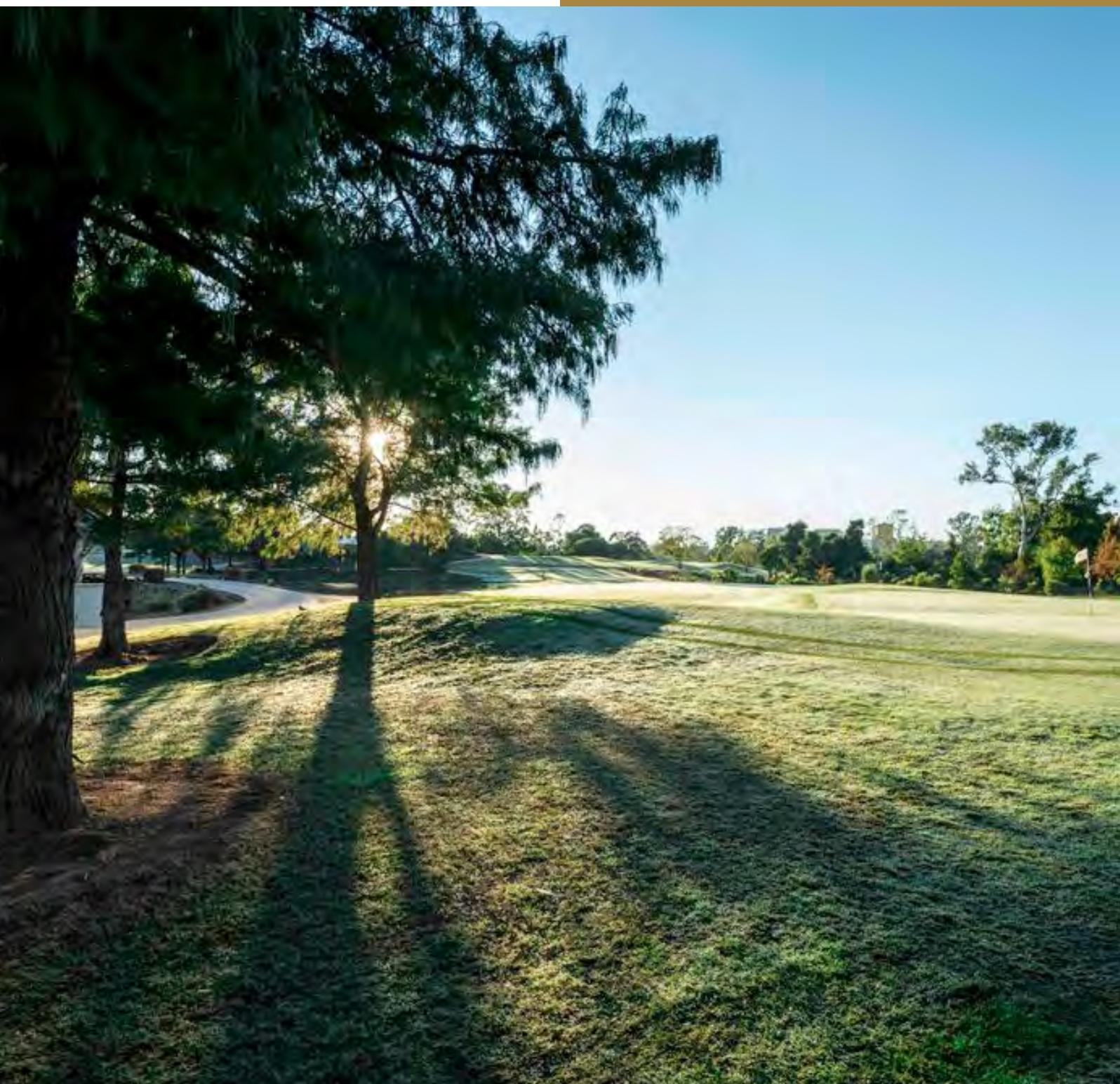
- o The minutes of each Sub-Committee meeting are to be included in the Committee papers for the next Committee meeting;
- o Recommendations must be highlighted in the minutes and preferably on the first page so they are clearly visible. They must be supported by a passed resolution.
- o The Sub-Committee must ensure the Committee is aware, in a timely manner, of matters that may significantly affect the financial condition or affairs of the business.

Review

- o The President and the General Manager will conduct regular reviews of this Charter;
- o The Committee has adopted this Charter and if changes to the framework or underpinning appendices are to be made, it must be presented to the Committee for approval prior to the documents (in question) being ratified.

Publication

- o This Charter will be made available to members.



Appendix K

Member Services' Sub-Committee Charter

Purpose

The Member Services' Sub-Committee is tasked by the Committee to generate ideas and implement programs for the recruitment and retention of members. The Sub-Committee also manages the continuing enhancement of membership services including but not limited to the Golf Shop, Golf Operations and the Clubhouse.

Sub-Committee Responsibilities

- o Plan new initiatives designed to increase member value and reduce membership attrition rate.
- o Oversee Ambassadors program.
- o Oversee the development and implementation of the Club's communication and digital media policy.
- o Keep the members updated on member services' related information.
- o Oversee the annual renewal campaign.
- o Keep up to date with member feedback and requests.
- o Assist to plan advertising strategies and content.
- o Prepare an annual event calendar.
- o Prepare an annual promotions calendar.
- o Plan new initiatives designed to increase weddings, events, corporate golf days and corporate memberships.
- o Monitor and provide feedback on customer services standards.
- o Monitor and provide feedback on pricing levels of all products.
- o Establish strategies to maximise sponsorship income.
- o Plan the Club's research programs.
- o Establish and oversee the standards of presentation and services within the Clubhouse.
- o Establish and oversee the annual works and maintenance program associated with the Clubhouse and surrounds including the Golf Shop, Wedding garden, Buggy Sheds and Car Park.

Composition

- o This Sub-Committee will be Chaired by a Committee member nominated by the President.
- o Another two Committee members will also be appointed to this Sub-Committee;
- o Another two Ladies' Committee members will also be appointed to this Sub-Committee.
- o All Office Bearers are ex-officio members of this Sub-Committee;
- o All appointments or terminations to the Sub-Committee will be made by resolution of the Committee;
- o A quorum of any meeting will be three (3) members;
- o Voting rights on this Sub-Committee will be equal. Should a vote be split the vote of the Chair of this Sub-Committee will prevail;
- o The Secretary of this Sub-Committee will be the General Manager.
- o The Committee, through the Sub-Committee Chair, may extend an invitation to any person to attend as observers. Observers may participate in the meeting but do not have a vote.

Meetings

- o Meetings are to be held at least once a month. Refer to the Committee Calendar for the dates of scheduled meetings;
- o Meetings are to last no longer than two hours;
- o The Committee must be advised of any additional meetings held outside of the above dates.
- o Meetings are to last no longer than two hours and with this type of time expectation a concise agenda to stay on point is required and discussion per issue limited to reasonable lengths of time.
- o An agenda can be changed within the five days prior of a Sub-Committee Meeting but the approval of the President in writing is required. If this occurs a new agenda must be prepared and re-distributed to all attendees of the Sub-Committee.

Agenda and Minutes

- o The Secretary of this Sub-Committee will work with the Chair to set the agendas;
- o Items must be forwarded to the Secretary of the Sub-Committee in writing five days prior to the Sub-Committee meeting;
- o The Agenda is to go to all of the expected attendees as well as the Office Bearers.
- o The Agenda will be standardised, placing controversial issues at the end so proper time can be dedicated to normal business;
- o The Secretary of this Sub-Committee will also take the minutes;
- o The minutes will clearly outline the tasks generated at the Sub-Committee meeting, who they are to be completed by and their due date;
- o A drop box has been established for the Sub-Committee meeting to distribute and store Sub-Committee papers,
- o The minutes will be made available and uploaded to the dropbox within one week of that meeting being held;
- o The Sub-Committee Chair will approve them beforehand;
- o All information to be tabled and discussed at a Sub-Committee meeting is to be made available in the drop box at least five days prior to the Sub-Committee meeting.

Authority and Approval Process

- o The Sub-Committee has accountability for developing and elevating decisions for resolution to the Committee;
- o The Sub-Committee must act within its approved delegations of authority and ensure there is clear viability at a Committee level on all decisions being made that influence operations at the Club;
- o Requests and other approvals required outside of the budget by other Sub-Committees are to be presented to the Finance, Audit and Governance Sub-Committee in writing and their recommendation must be obtained before the Committee will consider it.

Reporting and Recommendations

- o The minutes of each Sub-Committee meeting are to be included in the Committee papers for the next Committee meeting;
- o Recommendations must be highlighted in the minutes and preferably on the first page so they are clearly visible. They must be supported by a passed resolution.
- o The Sub-Committee must ensure the Committee is aware, in a timely manner, of matters that may significantly affect the financial condition or affairs of the business.



Review

- o The President and the General Manager will conduct regular reviews of this Charter;
- o The Committee has adopted this Charter and if changes to the framework or underpinning appendices are to be made, it must be presented to the Committee for approval prior to the documents (in question) being ratified.

Publication

- o This Charter will be made available to members.

Appendix L

Ladies' Committee Charter

Purpose

The purpose of this Charter is to set out the functions, responsibilities and key protocols of the Ladies' Committee and the basis of its delegated authority from the Board of Directors and members.

Powers

The Ladies' Committee shall have power to:

- o Make or rescind or alter any by-law and regulation for lady members in respect of the arrangements and control of play, competitions, matches and handicaps of ladies;
- o To suggest alterations and improvements to the course or the Rules or the arrangements of the Club to the Committee;
- o Subject to the Rules, deal with any other matter relating exclusively to lady members and provided that any alteration to these by-laws are subject to the approval of the General Committee.

Composition

- o Lady members in the classes of Life Members, Full Members, Senior Members and Six-Day Members shall meet to elect a Ladies' Committee, which shall consist of six (6) Office Bearers and five (5) Committee members, one of whom shall be appointed by those lady members who normally play on a Saturday during the golfing season.
- o The Office Bearers shall be: President, Vice-President, Captain, Vice-Captain, Honorary Secretary, Honorary Treasurer
- o Office Bearers of the Ladies Committee shall be lady members in the classes of Life Members, Full Members, Senior Members and Six-Day Members of two or more years' continuous membership in the Club as at the date of nomination for election, and who are not in arrears of their annual subscriptions.
- o The provisions of Rule 22 shall mutatis mutandis apply to vacancies arising in the Ladies' Committee.

Responsibilities of the Office Bearers

President

The President duties include:

- o The management, tone, general discipline and behaviour of the ladies.
- o She shall preside at all meetings of the Ladies' Committee at which she is present;
- o She shall be responsible for the proper conduct of the meeting and shall have a deliberate vote;
- o She shall be an ex-officio member of all Sub-Committees and shall also be responsible for the organisation and smooth running of the social side of any fixture.

Captain

The Captain duties include:

- o All matters relating to the actual playing of the game of golf;
- o Liaising with the Club Captain to produce the program for each year ;
- o Golf etiquette on the course.
- o Act for the President in urgent administrative matters when both the President and Vice President are absent.

Vice-Captain

The Vice-Captain duties include:

- o Assist the Captain in carrying out her duties and act in her place when the Captain is absent.

Secretary

The Secretary's duties include:

- o Informing the President of all matters requiring attention between meetings and keeping Captain and President informed of all correspondence.
- o Maintaining minutes of all meetings and giving a copy of these to members within one week of each meeting.
- o Dealing with all correspondence.
- o Keeping a register of lady members.

Treasurer

The Treasurer is responsible for:

- o Receipting all monies received and paying all accounts;
- o Keeping a record of all expenditure;
- o Presenting a financial report at Committee meetings and an Audited Statement of Accounts at the Ladies' Annual General Meeting;
- o All requests for financial information and any reports required by the Treasurer must be emailed to the Finance & Administration Manager at least three business days notice. Exceptions to this rule will be made from time to time.
- o All invoices and receipts for reimbursement must be approved and submitted to the Accounts Department by the Ladies' Treasurer.
- o The point of contact for all communications relating to finance and accounts is the Ladies' Treasurer, or in her absence, the Ladies' President or Vice President.
- o An agenda can be changed within the five days prior to a Sub-Committee Meeting but the approval of the President in writing is required. Additionally a new agenda must be prepared and re-distributed to all attendees of the Sub-Committee.

Meetings

- o Meetings are to be held at least once a month.
- o The provisions of Rules 24 to 27 inclusive shall mutatis mutandis apply to Committee meetings and General Meetings of lady members.
- o Ladies in the classes of Life Members, Full Members, Senior Members and Six-Day Members who are not in arrears of their annual subscriptions shall be entitled to vote at a meeting of lady members.
- o The provisions of these by-laws relating to Management of Ladies Golf may be altered or varied at a meeting of ladies duly called for that purpose, or by resolution at a General Meeting of the ladies, and by a three-quarters majority of those present and eligible to vote.

Agenda and Minutes

- o The Honorary Secretary of the Ladies Committee will work with the President to set the agendas;
- o The Honorary Secretary of this Sub-Committee will also take the minutes;
- o The minutes will clearly outline the tasks generated at the Ladies' Committee meeting, who they are to be completed by and their due date;



Authority

- o The Ladies Committee must act within its approved delegations of authority and ensure there is clear viability at a Committee level on all decisions being made that influence operations at the Club;
- o Requests and other approvals required outside of the budget by the Ladies Sub-Committee are to be presented to the Finance, Audit and Governance Sub-Committee in writing and their recommendation must be obtained before the Committee will consider it.

Review

- o The President of the Ladies Committee and the General Manager will conduct regular reviews of this Charter.
- o The Ladies Committee has adopted this Charter and if changes to the framework or underpinning appendices are to be made, it must be presented to the Committee for approval prior to the documents (in question) being ratified.

Publication

- o This Charter will be made available to members upon request.

Appendix M

Template Committee Calendar

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Committee Meetings												
Set Committee Dates for the 1516 FY		X										
Agenda Closes	10 days prior to Committee meeting (exemptions permitted)											
Distribute Agenda	Friday before Thursday											
Distribute Papers (Incl. General Manager's Report)	Friday before Thursday											
Meeting	Last Thursday of the month											
Distribute Minutes	First Monday after the Committee meeting.											
Management Head/Consultant Committee Attendance												
Course Superintendent			X									
Director of Golf				X								
Executive Chef							X					
Finance & Administration Manager								X				
Corporate Sales & Operations Manager									X			
Wedding & Events Manager										X		
Auditor					X							
Workplace Health & Safety Consultant	As required.											
Human Outsource												
Finance, Audit & Governance Sub-Committee Meetings												
Distribute Agenda	Friday before Wednesday											
Distribute Committee Papers	Friday before Wednesday											
Meeting	Third Wednesday of the Month											
Distribute Minutes (Incl. in Committee Papers)	Friday after the Sub-Committee meeting											
Annual Report Content Due					X							
Review Sub-Committee Charter						X						
Appoint Sub-Committee Chair						X						
Appoint Sub-Committee Secretary						X						
Set 1516F Y Committee Projects/Portfolios						X						

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Member Services Sub-Committee												
Distribute Agenda	Monday prior to Friday											
Distribute Committee Papers	Monday prior to Friday											
Meeting	Second Friday of the Month											
Distribute Minutes (Incl. in Committee Papers)	First Monday after the Sub-Committee Meeting											
Annual Report Content Due					X							
Review Sub-Committee Charter						X						
Appoint Sub-Committee Chair						X						
Appoint Sub-Committee Secretary						X						
Set 1516FY Objectives						X						
Course Sub-Committee												
Distribute Agenda	Friday prior to Thursday											
Distribute Committee Papers	Friday prior to Thursday											
Meeting	Second Friday of the Month											
Distribute Minutes (Incl. in Committee Papers)	First Monday after the Sub-Committee Meeting											
Annual Report Content Due					X							
Review Sub-Committee Charter						X						
Appoint Sub-Committee Chair						X						
Appoint Sub-Committee Secretary						X						
Set 1516FY Objectives						X						
Match Sub-Committee												
Distribute Agenda	Friday prior to Thursday											
Distribute Committee Papers	Friday prior to Thursday											
Meeting	Second Thursday of the Month											
Distribute Minutes (Incl. in Committee Papers)	First Monday after the Sub-Committee Meeting											
Annual Report Content Due						X						
Review Sub-Committee Charter						X						
Appoint Sub-Committee Chair						X						
Appoint Sub-Committee Secretary						X						
Set 1516FY Financial Objectives						X						

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Compliance												
Internal Audit								X				
Finalise 1415 FY Financials				X								
External Audit - BDO On-Site				X								
First Draft of 1415 FY Financials					X							
Second Draft of 1415FY Financials					X							
BDO present Audit Report to Committee					X							
Committee Sign Off on Audit Report					X							
Workplace Health & Safety Audit								X				
Workplace Health & Safety Employee Inductions										X		
WorkCover Queensland Wage Declaration Due	X											
Annual Payroll Tax Return Due	X											
Fringe Benefits Tax Return									X			
Liquor License Renewal Fee Due	X											
Member Communication												
The Deane Report	First Wednesday of the Month											
The Red Tees	Second Friday of the Month											
Golf Shop Newsletter	Every Two Months											
The President Newsletter	Fortnightly											
The Captain's Challenge Newsletter	Two Weeks prior to the Captain's Challenge											
Course Update Newsletter	As required											
Start Fixture Book			X									
Print Fixture Book						X						
Distribute Fixture Book		X										
New Member Brochure			X									
New Member Welcome Pack			X									
First Subscription Fee Notice		X										
Second Subscription Fee Notice				X								
Unfinancial Member Campaign					X							
Nominations for Committee												
- Notice of Nominations (Six Weeks AGM)				X								
- Close Nominations (21 Days AGM)					X							
- Post Nominations (ASAP)					X							

Appendix N

Confidentiality Commitment

1. Background

1.1.

Committee members are elected by the Members of The Brisbane Golf Club (the "Club") to represent them on the General Committee (the "Committee"):

1.2.

At times, Committee members, will be given confidential information to allow them to perform their role as outlined in their position specification (the "Purpose").

2. Definitions

2.1

Confidential Information means all information provided or disclosed by the Club or any other person authorised by the Club which relates to the Club, including any financial information, contracts or other documents that are disclosed (the "Confidential Documents"), any notes, copies or other documents made of or created from the Confidential Documents; and any source documents for the Confidential Documents and/or the documents referred to in the Confidential Documents (to the extent they contain information which is confidential to the Club).

3. Undertaking

3.1

I _____ of _____ undertake:

- a. to use the Confidential Information solely for the Purpose;
- b. to keep confidential the Confidential Information;
- c. not to disclose the Confidential Information to any person, unless compelled by legal process to disclose such information, or as otherwise agreed by the Committee.
- d. to ensure at all times that copies of the Confidential Documents in my possession or control are safeguarded from unauthorised use and disclosure;
- e. not to take any copy of any Confidential Document without the Committee's prior written permission; and
- f. to securely dispose of all copies of the Confidential Documents provided to me when no longer required.

3. Undertaking cont.

I acknowledge and agree that:

- a. the Confidential Information is valuable property and that any disclosure of it could give rise to various levels of damage to the Club.
- b. the obligations of confidentiality referred to in this paragraph 3 of this Undertaking will continue even after the Confidential Documents have been returned; and
- c. any breach of confidentiality reduces the trust and confidence the Committee members have for each other which is not in the best interests of the Club or its Members.

Committee Member

The Brisbane Golf Club

(Signature)

(Signature)

(Print Name)

(Print Name)

(Position)

(Position)

(Witness)

(Witness)

(Date)

(Date)

Appendix O

Delegation of Authority

	Level of Approval	Approval Method	Notes
In Budget			
Up to \$1,000	DH	DHA	Reasonable efforts.
> \$1,000 to \$5,000*	GM	GMA	Two written quotes.
> \$5,000 to \$15,000	GM	GMA	Three written quotes.
> \$15,000	Committee	CA	Refer to Committee approval process.
Not In Budget			
Up to \$1,000	FAM	FAMA	Two written quotes.
>\$1,000 to \$5,000	GM	GMA	Three written quotes.
>\$5,000 to \$15,000	FAGSC	FAGSCA	Three written quotes.
> \$15,000	Committee	CA	Refer to Committee approval process.
Budget & Key Assumptions	Committee	CA	Reviewed quarterly.
Other			
Golf Retail Purchase Plan	Committee	CA	Reviewed bi-monthly.
Insurance	Committee	CA	Expires 30 September each year.
Equipment Leasing	Committee	CA	No preferred lenders.
Equipment Rentals	Committee	CA	No preferred lenders.
Property Leasing	Committee	CA	Telstra, billboards.
Contract up to \$5,000 p.a.	GM	GMA	
Contract > \$5,000 p.a.	Committee	CA	Recommended that legal advice be sort.
Emergency Expenditure	DH	DHA	Emergency expenditure will be tested.
< \$500 Donations	GM	GMA	
> \$500 Donations	Committee	CA	
Sponsorships Requests	Committee	CA	
SOPS			
Purchase Order	DH	DHA	Segregation of duties .
Receipt of Goods	DH	DHA	
Payment of Invoicing	DH	DHA	Limited of \$100 per day.
Petty Cash	FAM	FAMA	Refers to opening new accounts.
Credit Applications	GM	GMA	
Budget Transfers	GM	GMA	
Issue Credit Card	GM	GMA	
Credit Card	Line Manager	LMA	
International Travel	Committee	CA	
Domestic Travel	Committee	CA	
Entertainment	Committee	CA	
Sundry Expenses	DH	DHA	Reviewed annually.
Sundry Staff Expenses	DH	DHA	Reviewed annually.
Gifts and Gratuities	Manager	MA	Create register
Safe Access	GM	GMA	Safe Access List
Key Distribution	GM	GMA	Key Allocation List
Security Access	GM	GMA	Security Access List.

	Level of Approval	Approval Method	Notes
SOPS continued...			
FBT Compliance	FAM	FAMA	
Business Activity Statements	FAM	FAMA	
Superannuation Payments	FAM	FAMA	
Change Banking Arrangements	Committee	CA	
Pricing and Products			
Membership Subscription Fees	Committee	CA	MSC to recommend.
Entrance Fees	Committee	CA	MSC to recommend.
Locker Fees	Committee	CA	MSC to recommend.
Buggy Sheds Rental	Committee	CA	MSC to recommend.
Cart Membership	Committee	CA	MSC to recommend.
Club Storage & Cleaning	Committee	CA	MSC to recommend.
Green Fees	Committee	CA	MSC to recommend.
Competition Fees	Committee	CA	MSC to recommend.
Motorised Cart Hire	Committee	CA	MSC to recommend.
Casual Range Balls	Committee	CA	MSC to recommend.
Range Ball Membership	Committee	CA	MSC to recommend.
Golf Tuition	GM	GMA	DG to recommend.
Event Pricing	GM	GMA	MSC to provided feedback.
Wedding Packages	GM	GMA	WEM & EC to recommend.
Corporate Golf Day	GM	GMA	CSOM to recommend.
Beverage List and Pricing	GM	GMA	COGS Analysis to be prepared by EC.
Menu List and Pricing	GM	GMA	COGS required.
Discounts	GM	GMA	Register kept.
HR			
Create a New Position	Committee	CA	Proposal required.
Hire New Employee	GM	GMA	One up and one down.
Internal Promotion	GM	GMA	One up and one down.
Paperwork Preparation	HOBN	HOBN	
Approval of Paperwork	Committee	CA	
Increase Pay	GM	GMA	
Amend Employee Contract	HOMA	HOMA	
Bonus or Commission	HOMA	HOMA	
Disciplinary Action	HOBN	HOBN	HOBN to consult with HOMA as required.
Annual Leave – GM	President	PR	
Annual Leave – DH	GM	GM	
Annual Leave - Other	DH	DHA	
Performance - GM	Committee	CA	Human Outsource to assist with this process in 2015.
Performance – DH	GM	GMA	
Performance - Other	DH	DHA	
Termination - DH	Committee	CA	Committee to consult with HOMA.
Termination > 1 Year	GM	GMA	GM to consult with HOMA.
Termination < 1 Year	DH	DHA	DH to consult with HOBN.
Redundancies	Committee	CA	GM to consult with HOMA.

	Level of Approval	Approval Method	Notes
HR continued...			
Committee Complaints	Committee	CA	Must go to Committee to see.
Other Complaints	GM	GMA	
Complaint Handling	GM	GMA	Correspondence folder
Other			
Newsletters	GM	GMA	Applies to all.
Internal Point of Sale	GM	GMA	Applies to all.
Website	GM	GMA	Major changes in design.
Other Complaints	GM	GMA	
SOP	Committee	CA	Must be ratified at Committee meeting
Workplace Health & Safety	WH&SC	WH&SC	
Appoint Consultants	Committee	CA	With full proposal and costs.
*If not preferred supplier			

Acronyms	
Acronym	Definition
CA	General Committee Approval
COGS	Cost of Goods
DH	Department Head
DHA	Department Head Approval
FAGSC	Finance, Audit & Governance Sub-Committee
FAGSCA	Finance, Audit & Governance Sub-Committee Approval
FAM	Finance & Administration Manager
FAMA	Finance & Administration Manager Approval
GM	General Manager
EC	Executive Chef
GMA	General Manager Approval
HOBN	Human Outsource Bonita Nicol
HOMA	Human Outsource Mark Algie
LMA	Line Manager Approval
WH&SC	Workplace Health & Safety Consultant
WH&SCA	Workplace Health & Safety Consultant Approval

Committee Approval Process (CA)

Step 1

A need for approval is determined.

Step 2

The General Manager is advised in writing that a need for approval is required.

Step 3

A proposal is prepared and forwarded to the General Manager at least 10 ten days in advance of the appropriate Sub-Committee Meeting.

Generally speaking where there is a request for unbudgeted expenditure its approval will be conditional on where savings can be made elsewhere. *

Step 4

The proposal will be distributed immediately to the members of the appropriate Sub-Committee or a minimum five days prior with the agenda.

Step 5

If the appropriate Sub-Committee approves the proposal their clear recommendation is to be included on the front page of the Sub-Committee minutes.

Step 6

The Sub-Committee minutes will be distributed to the Committee with any supporting documentation, at least give days prior with the agenda.

Step 7

The Committee Meeting minutes will record any decisions and/or status in relation to the recommendations received from the Sub-Committee.

*Step 3.5 (if required)

If the need involves capital expenditure of \$5,000 or more that is not in the pre-approved budget or \$15,000 or more that is included in the budget the recommendation of the appropriate Sub-Committee must be provided to the Finance, Audit & Governance Sub-Committee so they can make a recommendation to the Committee as well. The need for approval will continue to the Committee regardless of a positive or negative recommendation being received from the Finance, Audit & Governance Sub-Committee.

Flying Minute

Approval can be obtained outside of a Committee meeting via a flying minute at the discretion of the President. The flying minute will be coordinated by the Secretary to the Committee and involves a resolution being emailed to all Committee members with a request to vote anonymously. Only the overall results of the flying minute will be forwarded to the President.

Review and Approval Process

Generally approvals given by Department Heads can be done in writing via email. A letter is also sufficient. Text messages, however, will not be accepted. The person seeking the approval will not be seen as having an official approval if they are unable to provide it in writing upon request. The internal audit program or tasks may also test that this process is being followed, by testing random expenditure and matching it with approvals in writing.

Proposal Requirements

All new expenditure not included in the Budget requires a proposal to be prepared. The content of the proposal should be as follows:

- o Name of department head making the request;
- o Name of individual responsible for all aspects of project management;
- o Project title;
- o Project description;
- o Cost/expenditure breakout;
- o The exact contingency being allowed for;
- o Equipment type (if applicable);
- o Brief needs analysis ;
- o Recommended funding sources;
- o Recommended return of investment (if applicable);
- o Recommended project timing;
- o Recommended member communication;
- o Any drawings or sketches.

Probity Advisor

The committee may appoint a probity advisor with specific skills and expertise to review the expenditure with a particular supplier or within a particular department.

Use of External Persons in Tender Process

On occasion it may be necessary to engage the services of a consultant or other external persons to provide subject matter advice and expertise for a category of goods and/or services that the Club plans to take to tender.

Such services are generally sourced only where the specific expertise is not available within the Club including, but not limited to, general advice and recommendations for specification development and assistance during the tender evaluation.

Flow-On Work or Variations

A supplier's engagement may result in the need for further related flow-on work or variations. Flow-on work or variations refers to a new piece of work that is directly related to an initial engagement, but which was not reasonably anticipated at the time of seeking initial quotes and/or tenders and, therefore, not included in the initial scope of work. Approval is required before any flow on work or variation is completed.

Splitting the Value of Procurement Activity

The value of a procurement activity must not be split into separate transactions in order to bring it below the threshold value at which: additional quotes are required; a formal quote or tender is required or a financial delegation limit applies. Where commercial reasons exist for splitting the value of a procurement activity between two or more suppliers or by placing more than one order with the same supplier, the whole requirement must be approved for the total value involved by the appropriate delegated authority.

Documentation of Approvals

All Committee approvals must be documented in the minutes of the Committee meeting minutes where approval was provided. This is the only test which will be used to determine if the General Manager or department head has received Committee approval (other than a flying minute which requires a written response from 100% of Committee members to constitute the Committee approval).

Exemption

Exemptions can only be obtained via the President who must consult firstly with the Finance, Audit and Governance Sub-Committee.

