

Functions of Sub-Committees

Below is a list of potential responsibilities and activities that should be considered when developing the responsibilities for each of your club's relevant sub-committees.

Membership and Communications

To be responsible to the General Committee for the overseeing of all aspects of the club's membership and communications.

The Director of Membership will be appointed annually by the board/committee. The Director of Membership will call meetings as required. All board/committee members and the General Manager (if applicable) may attend Membership Committee meetings. With the board/committee's endorsement, the Director of Membership may invite other members onto the Membership and Communications Committee as required.

Management responsibility:

- As appointed or General Manager (if applicable)

Specific Responsibilities:

- Ensure an efficient and effective new member process commencing from receipt of application, admittance / induction and new member golf and social event.
- Review the detailed membership report on a regular (monthly) basis, detailing all category changes, departures (resigned/unfinancial) and 'at risk members' for the period, and year to date.
- At least annually, ensure a survey of departed members (resigned/unfinancial) seeking their views on their club for their view on a range of areas; including their 'membership experience', the 'reasons' why they left and other issues as identified.
- At least annually, ensure a detailed survey of new members who have recently joined their club for their view on a range of areas; including their view of the 'joining experience', 'aspirations of membership' and other issues as identified.
- Monitor and review the club's membership categories to ensure they are meeting the needs of current and potential members.
- Ensure club's website is updated to ensure timely presentation of all information as required.
- Develop and maintain a 'Communications Plan', which will ensure the timely planning and execution of all communications activity.

Finance and Risk

Function:

Responsible for supervision and control of all incomes and expenditure of the club, for the financial operation of the club, for the financial planning of the club, and for safeguarding its assets.

The Director of Finance will be the Club Treasurer. The Club Treasurer will call meetings as required. All board/committee members and the General Manager (if applicable) may attend Finance Committee meetings. With the board/committee's endorsement, the Club Treasurer may invite other members/consultants onto the Finance Committee as required.

Management responsibility:

- As appointed or General Manager (if applicable)

Specific Responsibilities:

- To ensure that the accounting and other records are adequately maintained to comply with statutory requirements and club needs.
- To ensure that a financial strategy policy is established, approved by the board/committee and adhered to.
- To ensure that capital expenditure is authorised in accordance with budget and policy.
- To ensure that financial budgets are prepared and approved by the board/committee, on an annual and long term basis, to meet the club's governance and planning needs.
- To ensure that monthly reporting is promptly and accurately performed, to enable the board/committee to assess the performance of the club, and to take any corrective action.
- Report the club's financial position to members at the AGM;
- To ensure that a suitable accounting system is in place that is adequate for the club's needs.
- In conjunction with the club's auditors, ensure that the annual financial statements are prepared to satisfy the club's statutory reporting requirements.
- To ensure that the club's operating and capital requirements are adequately provided for, whilst maintaining a medium to long-term view on cash reserves and future capital requirements.
- To ensure that any excess funds are invested efficiently, in accordance with the club's investment guidelines.
- To ensure all club assets are properly recorded and adequately secured.
- To ensure the club's risk management process is undertaken regularly.
- To ensure that all club assets and risks are adequately assessed and insured as necessary.
- To recommend to the board/committee, rates for entrances fees (if applicable), subscriptions, green fees, competition fees and other annual charges;
- To monitor the pricing, purchasing and profit returns from bar and catering activities.
- To oversee that adequate internal controls exist to ensure that income and expenditure is properly recorded and controlled.
- To ensure that all statutory records are properly maintained, and all employees (if applicable) are adequately remunerated in accordance with statutory requirements and common practice.

- To ensure that the club meets all superannuation requirements.
- To oversee that all taxes are promptly remitted, in accordance with legislative requirements and timetables.
- To ensure that the independent audit process is conducted. A meeting with the auditor prior to annual audit is advisable.

Course and Water

Function:

To consider all matters relating to course conditions, preparation and development, short and long term water solutions, and to work within the parameters of a 3-5 year course development programme.

The definition of course is to cover all property of the club, with the exception of the clubhouse, car-park, pro shop and associated gardens.

The Director of Course will be appointed annually by the board/committee. The Director of Course will call meetings as required. All board/committee members, the Course Superintendent and the General Manager (if applicable) may attend Course Committee meetings. With the board/committee's endorsement, the Director of Course may invite other members/consultants onto the Course Committee as required.

Management responsibility:

- As appointed, Course Superintendent or General Manager (if applicable).

Specific Responsibilities:

- Presentation to members and guests of the best playing surface practicable every day.
- Establish and direct a multi-year course development programme to guide the coordinated maintenance, development and improvement of the golf course.
- Establish and direct the annual works and maintenance programmes in conjunction with the course development program priorities and Course Superintendent.
- Establishment of a tree management and vegetation management plans to guide the coordinated maintenance, development and improvement of the trees and vegetation.
- Prepare annual capital and expenditure budgets in conjunction with the Course Superintendent and General Manager.
- In conjunction with the Match Committee, develop and implement a 'course set-up policy'.
- Recommend any purchase of machinery or equipment.
- Attend monthly meeting with the Director of Match to review playing conditions.
- Develop and implement a 'course water policy'.
- Review the club's irrigation structure and program from time to time to ensure that ongoing improvements to the efficiency of operation are best practice.
- Follow through, and where appropriate implement, the projects already identified by the Course and Water sub-committee and approved by the board/committee.

Match

Function:

To be responsible to the board/committee for the administration of all aspects of men's, women's (if applicable) and mixed golf at the club.

The Director of Match will be appointed annually by the board/committee. The Director of Match will call meetings as required. All board/committee members, the women's captain, the golf professional and the general manager may attend Match Committee meetings. With the board/committee's endorsement, the Director of Match may invite others members onto the Match Committee as required.

Management responsibility:

- As appointed or General Manager (if applicable).

Specific Responsibilities:

- Preparation of the annual schedule of golf competitions and events.
- Development and implementation of Match Committee policies and procedures.
- Oversee the pace of play policy.
- Determining the conditions of play and results of golf events and managing all matters affecting competitions, matches and general play on the course.
- Providing referees when needed for events.
- Adjudicating on rules of golf.
- Framing local rules in accordance with the rules of golf.
- Instructions relating to course designation, placement of tees and pins in conjunction with the advice of the Course Committee.
- Overseeing handicapping, course ratings and score card design and production.
- Maintaining a register of winners of all major competitions.
- Maintaining honour boards and perpetual trophies.
- Review the field sizes and time sheet pressure to ensure comfortable playing conditions are maintained.
- Where applicable, make recommendations to the General Committee regarding the duties of the Golf Professional.
- Recommend to the board/committee a Golf Development sub-committee.
 - The Golf Development sub-committee will oversee all operational issues with regards to golf development, particularly juniors; from the beginner level to the elite (see separate responsibilities and activities).
- Recommend to the board/committee a Pennant sub- committee.
 - The Pennant sub-committee will be responsible for all operational issues of pennant.
- Discipline relating to golf matters.
 - Minor issues will be dealt with by the General Manager (if applicable).
 - Serious issues will be dealt with by the Director of Match.

Women's Committee

The golfing affairs of the women members of the club shall be managed by a sub-committee proposed by the women members and ratified by the board/committee.

A President, Captain and Secretary together with up to a small number of members shall be elected by the women members (all women members entitled to vote at a General Meeting of the club shall be entitled to vote). Further Sub-committees may be appointed by the Women's Golf Sub-Committee to assist with their work.

Golf Development

To be responsible to the board/committee for the administration of all golf development at the Club.

The Director of Golf Development will be appointed annually by the Match Committee. The Director of Golf Development will call meetings as required. All board/committee members, the Golf Professional and the General Manager may attend Golf Development Committee meetings. With the board/committee's endorsement, the Director of Golf Development may invite others members onto the Golf Development Committee as required.

Management responsibility:

- As appointed or General Manager (if applicable).

Specific Responsibilities:

- Promote junior, female, diverse-groups and local community golf development.
- Conduct events of interest for target groups.
- Consider game innovations in response to local market needs e.g. shorter-formats.
- Supporting programs include MYGolf, Play Golf Week, Community Coaching and various other State / Territory initiatives. Information on Development Programs is available on the ClubSupport portal under the Programs section.

House and Social

To be responsible to the board/committee for the overseeing of all aspects of club's social calendar, provision of food and beverage service, and the maintenance of the clubhouse and associated areas, inclusive of clubhouse gardens.

The Director of House and Social will be appointed annually by the board/committee. The Director of House and Social will call meetings as required. All board/committee members, the Women's President, the Golf Professional, and the General Manager (if applicable) may attend House and Social Committee meetings. With the board/committee's endorsement, the Director of House and Social may invite others members onto the House and Social Committee as required.

Management responsibility:

- As appointed or General Manager (if applicable).

Specific Responsibilities:

- Recommend, plan, promote, implement and review a diverse social programme for the benefit of members and guests.
- In conjunction with the Finance Committee, review the financial return from internal and external functions.
- Ensure that the clubhouse buildings, furniture, fixtures and fittings, clubhouse surrounds and clubhouse gardens are maintained in suitable condition.
 - Complete timely repairs as appropriate.
- Recommend a capital and maintenance budget on an annual basis.
- Review revenue and cost centres on a monthly basis in conjunction with the Finance Committee.
- Ensure that safe work environment is maintained.
- Ensure trading times are in line with member expectations and staffing levels are kept at appropriate levels.
- Oversee the dress standards in the clubhouse.