



Board of Management – Roles & Responsibilities

- Set objectives, define policy, develop strategic direction and make decisions
- Maintain good governance and introduce ethical standards into daily activities
- Specify the delegation of the chair (President), General Manager (GM) and Board
- Ensure the GM provides satisfactory leadership, planning, club control and succession
- Monitor the performance of management and volunteer team
- Monitor the performance of the club against the agreed goals
- Ensure current plans and actions provide for the club's continuity
- Manage communication with members and other key stakeholders including local government
- Manage risks
- Clearly identify board and management responsibilities (if applicable)
- Ensure compliance with policies, laws and regulations
- Emphasize and concentrate on long-term goals
- Undertake a regular review of the club's finances

Composition

The Board should comprise people with an appropriate range of skills. It is strongly recommended that LGC look to recruit people with specific skills for positions on the Board or committee such as the Treasurer.

Generally, they should:

- have the ability to think laterally
- have good communication skills
- be financially literate
- be able to understand and relate to stakeholders
- be ethical, honest and trustworthy
- be team players
- have the time necessary to perform their duties

Roles - (7-9 Positions – each with delegated portfolio aligned with strategic plan)

- President (Chair)
- Vice President
- Secretary
- Treasurer
- Match Committee Chair
- Men's or Women's Captain (dependent upon who is Match Chair)
- Course Chair (previously referred to as Greens Chair)
- General Position
- General Position



Sub Committees

All Sub Committees are responsible to the Board of Management

Board & Staff Role Clarity

1. The Board is responsible for Governance and Ethics:
 - approving and monitoring the club's Vision statement and the Strategic Plan
 - setting a clear sense of direction
 - accommodating and reflecting the interests of members in the present and future direction and activities of the club
 - progressive refinement of policies, priorities, and Board processes
 - monitoring and review
 - hiring of key staff (General Manager & Superintendent)
2. The General Manager (GM) is responsible for:
 - observance of the direction set by the Board
 - prompt implementation of Board policies and decisions
 - achievement of intended outcomes
 - the organizational structure and the effectiveness of each part of it
 - operational staff, their appointment, management, directions, efficiency and discipline
 - reporting in accordance with Board requirements
 - timely advice to the Board on matters affecting it, whether or not specifically requested
 - full accountability to the Board on all these issues
3. The Board (and each Board member) relates to and communicates with the administration through the GM, who may however, as a matter of mutual convenience, delegate another staff member to deal with or assist the Board, its Committees or individual Board members, either generally or on particular matters. The GM remains responsible for the actions and performance of the staff members.
4. The Board acts as a corporate body only.
No Committee of the Board or Board member may therefore give directions to the GM or any staff member, except to the extent that:
 - the Board has expressly delegated its power in a specified area to that Committee or Board member; or
 - in the case of a staff member, the GM has expressly delegated responsibility to a specified staff member to deal with that Committee or Board member in that area.
5. Mutual respect should at all times exist between Board members and staff and recognition be given of the complementary roles of each.



6. The Board should seek and respect the advice of staff members, but must at all times make its own considered decisions upon the issue.
7. Any Board or Board member complaint regarding any operational staff member must be directed through the President in liaison with the GM and should remain confidential unless and until the Board for good and sufficient reason otherwise decides.
8. The Board may lay down such reporting requirements as it deems desirable, both generally and in a particular case.
9. The Board should also progressively refine its own processes, policies and protocols (including this statement) as need is shown to:
 - maximize efficiency and effectiveness
 - remove doubts or difficulties
 - clarify respective roles and responsibilities
 - adherence to these principles will assist to maximize the effectiveness and teamwork both of the Board and the administration



Role Clarity

Function	Board	GM
Long Term & Strategic Goals	<i>Determines /Approves</i>	Provides Input
Short Term Goals	<i>Monitors</i>	Establishes and Executes
Day to Day Operations	<i>No Role</i>	Makes All Decisions
Budget	<i>Approves</i>	Develops /Recommends in consultation with finance committee/Treasurer
Capital Purchases above agreed value	<i>Approves</i>	Prepares Requests
Building Renovations and Expansions	<i>Makes Responsible Decision Considering Majority of Members Best Interests</i>	Provides Input & Countersigns Contract
Supply Purchases	<i>Set Purchasing Policy/ Approves Budget</i>	Purchases According to Policy From Approved Supplier
Emergency Repairs if Significant	<i>Confirms Action of GM</i>	Notifies Chairman
Fees	<i>Adopts Policy</i>	Develops Fee Schedule In consultation with finance committee
Hiring of Staff	<i>Approves staff profile & structure</i>	Approves All Hiring
Staff Deployment and Assignment	<i>No Role</i>	Establishes and Executes
Personnel Policies	<i>Adopts Policy</i>	Recommends/Administers
Staff Salaries	<i>Allocates Item In Budget</i>	Approves Salaries With Supervisory Staff
Staff Evaluations	<i>Evaluates GM only</i>	Evaluates All Other Staff



Match Sub Committee

Function:

- To be responsible to the Board of Management (BoM) for the overseeing and administration of all aspects of golf competition events held at LGC, with the exception of the LGC Annual Tournament; the organisation and running of which shall be the responsibility of the Golf Operations Manager, who may call upon the Match Committee to provide assistance if and when required. The Match Committee shall also be responsible for adjudication on Rules of Golf and local rules
- All Board members and the General Manager may attend Match Committee meetings in an *ex officio* capacity. It is expected that the Golf Operations Manager will attend Match Committee meetings; also in an *ex officio* capacity
- The Match Committee may establish teams as required to undertake the running of all competition golf events
- The Match Committee will appoint a Handicapper(s) to undertake handicapping, course ratings and score card design and production
- Any public statement or response from the Match Committee on behalf of the club regarding Golf Australia, the SGGI and associated events/golf activity must first be approved by the BoM

Composition:

- The Chair of Match Committee (either Men's or Women's Captain or each alternating) as appointed annually by the BoM
- The Men's Captain or Women's Captain as appointed by the BoM.
- Up to 8 other persons - ideally equal numbers of each gender

Management Responsibility:

- Appointed Chairperson(s) of the Match Committee to the BoM.

Specific Responsibilities:

- Recommend to the BoM where appropriate, the establishment of Golf Sub Committees, to be chaired by the respective Captains, each sub committee to consist of up to 7 nominated members, (unless the BoM has suspended the operation of Golf Sub Committees)
- Prepare an annual schedule of golf competitions and events
- Develop and review club policy and procedures related to playing golf
- In conjunction with the Course Committee, provide recommendations to the Course Superintendent for the implementation of a 'course set-up policy'
- Oversee the development of permanent local rules in accordance with the Rules of Golf, as and when required
- Develop, introduce and communicate to members and monitor temporary local rules as and when required



- Develop strategies regarding golf development; particularly juniors, women & older adults; from the beginner level to the elite in conjunction with the Golf Operations Manager and General Manager
- Where applicable, make recommendations to the General Manager regarding the duties of the Golf Operations Manager
- Cooperate fully with the club-appointed Investigation Officer and/or Conduct Officers in matters relating to breaches of the club's Code of Conduct
- Communicate as necessary with the playing membership to reinforce club policy, Rules of Golf including etiquette, changes to Local Rules and Golf Australia matters, in order to keep members informed
- Coordinate and manage any reciprocal agreements the club maintains according to defined policy
- Seek new reciprocal arrangements with clubs that provide benefit to our members
- In any circumstances where the BoM has suspended or terminated the operation of Men's and/or Women's Golf Sub-Committees, the Match Committee shall assume the roles and responsibilities of the Golf Sub-Committees including, but not limited to:
 - Pace of Play, conditions of play, results of events and management of all matters affecting competitions, matches and general play on the course
 - Adjudication on Rules of Golf
 - Provide referees when needed for events at the course
 - Maintain a register of winners of all major competitions
 - Maintain honour boards and perpetual trophies
 - All operational aspects of pennant golf
 - Making contact with and monitoring the health and welfare of absentee members



Course Sub Committee (previously called Greens Sub Committee)

Function:

Upon advice and direction of the Course Superintendent, consider matters relating to course conditions, preparation and development, at all times working within the parameters set out in the course master plan and the Morcom Course Plan.

The definition of course is to cover all property of the club, with the exception of the clubhouse and pro shop.

The Chair of Course Committee will be appointed annually by the Board. The Chair of Course will call meetings as required. All Board members and the General Manager may attend Course Committee meetings in an *ex officio* capacity. It is expected that the Course Superintendent will attend Course Committee meetings. In consultation with and/or as requested by the Course Superintendent, the Chairman of Course may invite other members/consultants to provide advice and/or recommendations to the Course Committee as required.

Composition:

- The Course Chairperson
- 5-7 other eligible persons

Specific Responsibilities:

- Upon advice and direction of the Course Superintendent (and specialist contractors where appropriate):
 - undertake identified maintenance, development and improvement of the golf course aligned with the multi-year course master plan
 - develop and coordinate projects which improve member facilities, maximises user and staff safety, improves the pace of play and ensures emergency services access to all parts of the course
- Upon advice and direction of the Course Superintendent:
 - assist to deliver the course water policy, including the maintenance of dams, water collection and distribution strategies around the course and buildings;
 - develop a Native Tree and Vegetation Plan which is aligned with South Gippsland Shire (SGS) guidelines for the removal, destruction and lopping of native vegetation, with mitigation strategies to ensure strong & healthy fairways, greens and tees are sustainable and true to



the Morcom Course plan. The Native Tree and Vegetation Plan will be focused on avoidance, minimising impact and providing offsets to minimize land and water degradation, as well as oversight monitoring and reporting of on course activity relative to this plan

- Develop and implement a Volunteer Management Program to better use member resources to undertake targeted activities. The desired outcome will allow course staff more time to undertake more specialised development projects on the course which require additional expertise
- Attend meetings with the Match Committee to review playing conditions as required
- In conjunction with the Match Committee, provide recommendations to the Course Superintendent regarding the implementation of a 'course set-up policy'. The final decision on course set up remains with the Course Superintendent

Men's & Women's Golf Sub Committees

Function:

When operating, to be responsible to the Match Committee for the administration of all aspects of men's, women's and mixed golf at the club.

The Captains will be elected for a 1-year term by the members at the Club AGM, but will be eligible for re-election for a further term in accordance with LGC Rules. The Captains will call meetings as required. All Board members, the Golf Operations Manager and the General Manager may attend Golf Sub Committee meetings in an *ex officio* capacity. With the Board's endorsement, the Captains may invite other eligible members onto the Sub Committee as required.

Any public statement or response from the Sub Committee on behalf of the club regarding Golf Australia, the SGGI and associated events/golf activity must first be approved by the Board of Management.

Composition:

- The Men's Captain and/or Women's Captain
- 5-7 other eligible persons

Specific Responsibilities:

- Develop and implement Match Committee policies and procedures.
- Oversee the Pace of Play policy
- Determine the conditions of play, the results of golf events and manage all matters affecting competitions, matches and general play on the course
- Provide referees when needed for events
- Adjudicate on Rules of Golf
- Evaluate and review matters relating to course designation, placement of tees and pins in conjunction with the Course Committee (recommended twice annually)



- Oversee handicapping and course ratings, make recommendations to Match Committee on score card design and production
- Maintain a register of winners of all major competitions
- Maintain honour boards and perpetual trophies
- Review the field sizes and time sheet pressure to ensure comfortable playing conditions are maintained (in partnership with Golf Operations Manager)
- Develop strategies for presentation to the Match Committee regarding golf development; particularly juniors, women and older adults; from the beginner level to the elite
- Be responsible for all operational issues of pennant golf
- Be responsible for the organisation of Open events held at the club
- Make contact with and monitor the health and welfare of absentee members
- Monitor discipline issues relating to golf matters:
 - Minor issues will be dealt with by the General Manager
 - Serious issues will be dealt with by the Captains