

FAIRBAIRN GOLF CLUB

(Incorporated)

Club By-Laws

[Updated 7 February 2024]

These By-Laws are authorised by the Board in accordance with the constitution and can only be revised or repealed by the Board or by a General Meeting of club members.

These By-Laws are binding on all members of the Club and all persons entitled to use the premises or property of the Club.

Amendment Status

Date	Change Statement
7 Feb 24	<ul style="list-style-type: none"> • Inclusion of a new Section 1 listing the Board approved committees and detailing committee member responsibilities for all committees (extract from GA guidance). • Update to Section 2.2 (was Section 1.2) to reflect one integrated Match Committee for the club including its roles, membership, responsibilities and the management of competitions. • Update to Section 2.2 (was Section 1.2) to reflect use of the phone scoring app, multi tee playing options and other minor changes. • Update to Section 6 (was Section 5) to reflect the GA guidance for modern Women's Committees. • Review and update of Annex D (Prize Policy) to ensure consistency and fairness of prize returns across different competitions. • Update to Annex E to include the Course Masterplan and its ongoing management.
25 Aug 23	<p>Updated to:</p> <ul style="list-style-type: none"> • Reflect the Captain is the Chair of the Greens Committee (as per the Constitution). • Include the Match Committee are responsible for the club handicapping role.
1 Jul 23	<p>Update to:</p> <ul style="list-style-type: none"> • The club Prize Policy (Annex D) to one single prize policy by including women's comps, aligning redemption with the club policy and consolidating and aligning special prizes (NTPs, eagles and hole-in-ones) for the women members. • Removing the specific women's prize information from Section 5 which is now covered in the single club prize policy at Annex D. • Update to Section 5 to include details on additional Women's competitions run throughout the year. • Include event prize tables for Wed, Sun and public holiday team comps. • Clarify the prize credit process in the prize policy. • Include the ability for women players to win the Sat NTPs. • Removal of the Women's Treasurer position and responsibilities with the move of women's finances into the Club's single finance management system.
20 Mar 23	<p>Updated to:</p> <ul style="list-style-type: none"> • Change a membership year to be a 12-month period from date of joining or date of last renewal and remove pro-rata options. • Align the Pace of Play Policy with R&A Guidelines on pace of play (see Annex C)
23 Nov 22	<p>Update to Prize Policy to increase prize returns to members and to clarify return of comp fee to members for cancelled comps. Prize returns increased wef 1 Dec.</p>

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1. Club Committees

Club operations are supported by a number of committees. The responsibilities for these committees are delegated from the Board and documented in these By-Laws. These committees include:

- Match Committee
- Greens Committee
- Finance, Compliance and Reporting Committee
- House Committee
- Marketing, Membership and Communications Committee
- Women's Committee

1.1 Committee Member Duties

Committee members are to carry out their duties in compliance with all applicable rules and regulations pertaining to the administration of golf and the playing of the game of golf. In discharging their duties, each committee member should:

- Exercise care and diligence.
- Inform themselves about the subject matter of a decision to the extent they reasonably believe to be appropriate.
- Act in good faith in the best interests of the club and its members.
- Declare any material personal interest they have in the affairs of the club.
- Not improperly use his/her position or misuse information of the club.
- Communicate necessary information in an open and transparent way.
- Commit the time necessary to discharge effectively his/her role as a women's Committee member.
- Engage in ongoing skill development in relation to their role as Committee member.

2. Match and Greens Committee

2.1 Overview

The Match and Greens Committee while combined primarily for administration purposes have separate roles and responsibilities and as such are listed separately in this section. The Match and Greens Committees will meet regularly and not less than four times per year.

The administration of this section of the By-Laws is the responsibility of the Match and Greens Committees. Any dispute relating to the interpretation of this section will be referred to the Match and Greens Committee and its decision will be final. The By-Laws will apply to all persons playing in competitive events under the control of the Club.

The Match and Greens Committees will carry out the following duties on behalf of the Fairbairn Golf Club Board with a focus on maintaining and managing the course and club fixtures to create the best experience to attract and retain club members:

2.2 Match Committee Members

The Club Match Committee will comprise the Club Captain (as Chair), Women's Captain, Club Vice-Captain, Women's Vice Captain and a number of Match Committee members as required for the execution of the committee's functions. The Club Handicapper is also a member of the Match Committee.

2.2.1 Role of the Match Committee

The primary roles of the Match Committee include:

- a. Develop and promulgate a program of events for the year, from January to December inclusive;
- b. Determine and circulate in advance, the conditions under which a competition is to be played and deal with and adjudicate on all disputes arising from the conduct of all matches and competitions;
- c. Allocate all trophies and prizes other than those donated for a specific purpose;
- d. Determine the value of trophies and prizes (which must always be within the limits for which provision has been made in the Amateur Status Rules of Golf);
- e. Manage all competitions and promulgate Conditions of Play for events where required;
- f. Manage the club representative teams including selecting individuals and/or teams to represent the Club and appointing team captains or managers as and when required;
- g. Determine and vary local rules as may from time to time be necessary;
- h. Inform members on game formats and scoring;
- i. Manage and control all matters affecting matches, competitions and play on the course, including liaison with the Greens Committee on the maintenance of playing facilities, setting the course up and determining pin positions for competitions;
- j. Review and set course indexing as required based on players statistics or changes to the course;
- k. In accordance with the rules prescribed by Golf Australia (GA), maintain a current handicap system for members who list the Club as their home club;

- l. Manage the process of new members obtaining handicaps;
- m. Set competition fees and vary them as appropriate, to ensure that they cover all costs associated with the conduct of competition play; and
- n. Ensure the competitions are conducted in accordance with these By-Laws.

2.2.2 Match Committee Governance

All decisions made by the Match Committee shall adhere to principles of fairness, transparency, and equity. The committee members shall consider the diverse interests and perspectives of the club members to promote an inclusive and supportive golfing environment.

A quorum, constituting a minimum number of committee members required for valid decision-making, shall be established. Any decision made by the Match Committee must have the presence of at least three committee members, including representation from both genders.

In the event of disputes arising within the Match Committee or between committee members and club members, a fair and structured dispute resolution process shall be followed. This process may include open dialogue, mediation, or escalation to the club's Board if necessary, ensuring impartiality and objectivity.

The Match Committee is committed to timely communication of decisions and related information to the club members. Decisions shall be communicated through appropriate channels, such as club newsletters, emails, or notice boards, ensuring transparency and accessibility to all members.

The Match Committee shall periodically review its decision-making processes and may adjust them as needed to align with evolving best practices and the dynamic needs of the golf club. Club members shall be informed of any significant changes to the decision-making framework.

2.2.3 Control of Competitions

All matches will remain under the control of the Match Committee, which reserves the right to cancel or vary any competition.

Any disputes arising out of play must be referred to the Match Committee who will rule on the dispute in accordance with the Rules of Golf and any promulgated Conditions of Play and Local Rules in force. Generally, a ruling will be made available before close of play but in exceptional circumstances may take longer if it has to be referred to higher golfing authorities.

No trophy will be awarded in a competition until cards have been checked by the duty Scorer, appointed by the Match Committee and any disputes settled. The Match Committee will be responsible for dealing with all disputes arising out of the play that have been referred for appropriate action.

2.2.4 Women's Only Competitions

Where a competition is open only to women members and visitors the Women's Captain will take the lead on any issues associated with these events such as managing the event, advising tee options, setting any temporary local rules and managing and adjudicating disputes.

The Women's Captain will also take the lead on managing Women's pennants, communication with the Central Southern Golf Association (CSGA) and managing additional women's only competitions (see 2.2.18).

2.2.5 Time Sheets

The time sheet for each competition will be open to members 14 days prior to the competition. Bookings can be made either on a computer at the club house, via a member's online login or by phone. Bookings will open on the club house TSE screens commensurate with the club opening hours or 12:00pm via online –See the Course Booking Policy at Annex F for further details.

A member may place his/her own name, together with the names of **up to three other FGC members in that group**, in the time sheet.

A member whose name is entered on the Time Sheet is responsible for cancelling the entry prior to the scheduled time of play if he/she is unable to attend the competition. Members must adhere to the time selected unless otherwise approved by the Match Committee or its authorised representative (Starter). The Match Committee reserves the right to suspend members from competition play for failing to cancel bookings on the Time Sheet or failing to notify the starter of their intention not to play.

2.2.6 Competition Fees

The Match Committee will set and promulgate all Competition Fees. The nominated fee for all Club competitions will be payable before that competition commences.

A member who wishes to play in a competition which involves more than one round of play, must pay the set fee for that competition before commencing the first round.

2.2.7 Score Cards

Scores may be recorded using the Simple Golf App on a player's phone or on a paper scorecard provided by the starter. Each competitor will be responsible for ensuring, before commencing his/her round, that their scorecard is appropriately marked with the correct name, handicap, date, membership number and the form of competition. Visitors must include their home club.

Each competitor will be responsible for ensuring that their completed score card complies with the rules of golf. In addition, competition scores are to be entered on the computer and placed in the scorecards box or handed to the duty member of the Match Committee immediately following completion of the round. Failure to do so may result in competitors being ruled ineligible to win prizes for the competition. Simple Golf App scorecards are automatically entered into the system when rounds for the marked player are submitted.

A member who competes in an event at any other club, except in match-play events, will be responsible for advising his score with applicable rating, (if it is not automatically entered in to GolfLink) to the Handicapper within seven days of the event.

All visitors' scores are recorded on GolfLink through submission of their card at the Kiosk or online through Simple Golf at the completion of their competition round.

Score Cards from social rounds of golf are generally not eligible for adjusting a player's handicap as they are often played from non-competition teeing grounds. However, score cards returned from social play will be accepted if a player is submitting them to obtain an initial handicap (three cards required).

2.2.8 Local Rules

There are three types of local rules for the club promulgated by the Match Committee:

- **Local Rules** are recorded on the back of the scorecard and will be displayed on a suitable noticeboard for members using the Simple Golf App. These are also available on the Club's website ([see here](#)).
- **Temporary Local Rules** may be issued by the Match Committee and displayed on a suitable notice board(s) at the club. These will be reviewed regularly by the Match Committee.
- **Daily Local Rules** may be in place relating to bunkers, preferred lies, competition rules such as numbers of drives etc. These will be displayed on the starters desk and on the local noticeboard.

All members are responsible for acquainting themselves with these rules before commencing play.

2.2.9 Handicapping

Players are responsible for ensuring their handicap is correct for the competition and course being played.

Each member is responsible for ensuring his/her club Handicap as per GolfLink is available before competing in an event at any other club.

The Handicapper may issue amendments to handicaps at any time in accordance with the provisions promulgated by GA.

A player who participates in any Saturday competition for the purposes of gaining a card towards his/her handicap need not pay the competition fee. The player may compete in any nearest the pin for a reduced fee as set by the Match Committee from time to time.

2.2.10 Competition Conditions

All competitions will be conducted under the auspices of the Match Committee with times and order of play being determined by the Match Committee.

All Club competitions, except Championship events will be open to the respective members of the Club and visitors, however visitors are not eligible to win Monthly Medals. Male Junior members are eligible to play in the male competitions while female Junior members are eligible to play in the women's competitions.

Before commencing a competitive round, each competitor is to report to the starter at least 15 minutes prior to their allocated hit off time. Players are to provide the starter with their name and membership number and pay the applicable competition fee. Players are to be ready to hit off at least five minutes before their tee off time. For competitions where a starter is not provided, competitors should place their competition fee in the box provided and enter their names on the Start Sheet for the day.

Conditions of Play for Championship, Open and other special events will be promulgated by the Match Committee prior to play.

The minimum number of players required to constitute a competition is promulgated in the Prize Policy (see Annex D). For championships, a minimum of 15 juniors and 15 veterans (male members aged 55 years or more and women members aged 50 years or more) will constitute a separate competition in those categories.

Handicap divisions for daily competitions will be set by the Match Committee based on numbers of players entered. Handicap divisions for Championships, Opens and other special events will be promulgated in the Conditions of Play for that event.

The Medal of Medals competition will be contested as a handicap stroke event. Any member who has won a Monthly Medal in any grade during the twelve months from December to November inclusive is eligible to compete.

Eclectic competitions will be conducted throughout the year as advised by the Match Committee. The Eclectic score will be the lowest score obtained by a competitor at each hole within these rounds. The net score will be the total score less the player's handicap held on the last day of the competition.

In the event of a tie in any competition, other than champion gross event, the winner will be determined by the following count-back procedures:

- a. 18 hole event - last nine holes, followed by last six holes, followed by the last three holes, then hole by hole back from the 18th, and
- b. 27, 36, 54 and 72 hole events - last 18 holes, then as for sub paragraph a above.
- c. The type of competition (Net or Gross) will determine if handicaps are applied in the above process.

In the event of a tie for first place in any championship gross event, the event will be decided by a play-off, over four holes determined by the Match Committee and if still tied, hole by hole until one competitor or side leads by a stroke.

In multi day competitions the four leading gross competitors at the end of the second last round may be seeded to play as the last group in the final round. This seeding may also occur by grade.

The Club permits motorised golf carts to be used by any player in any Club competition. For events and competitions conducted by the District or other Golfing Organisations players should consult the Conditions of Play for a particular event. See Annex A for Fairbairn Golf Club's Cart Policy.

Distance Measuring Devices may be used in any competition and must conform to the Rules of Golf.

2.2.11 Mobile Phones

The use of mobile telephones by any player or their caddie whilst on the golf course during any Club competition is generally prohibited except in exceptional circumstances, unless used as a distance measuring device or as a scoring device. If a player requires a mobile phone, he/she should seek approval from the playing group before commencing the competition and operate the phone in silent mode.

2.2.12 Trophy Donors

Members and non-members will be eligible to donate trophies for Club competitions. A donated trophy will be known by the name or office of the Donor unless otherwise approved by the Match Committee. All trophies are considered as being donated to the Club, thus making a donor eligible to win their own trophy.

2.2.13 Visitors

Members may invite visitors (with an official handicap) to fully compete in all Club competitions. Visitors are eligible for all competition prizes except Monthly Medals and Championships.

Social Members of the club who are financial members of another club who wish to play in Fairbairn Golf Club competitions must enter as a visitor and pay a Visitor Competition fee which includes a green fee component.

Members should contact the Captains, a Vice-Captain or the Club Manager before inviting visitors for any Saturday competition event – see the Course Booking Policy at Annex F.

2.2.14 Practice Areas

The nominated areas for practice include the practice putting greens, the nets, and the driving range behind the greenkeepers area unless signposted otherwise. Right of way should be given to any players on the course proper when transiting to the driving range or using any practice areas.

2.2.15 Tees

The Cub has adopted a multi tee option for most daily individual competitions with members having the option of selecting the Black, White, Yellow or Green courses. The starter is to be advised which course the player will be playing on the day and the player's handicap will be adjusted on the system/scorecard based on the course selected.

Multi tee options will not be in place for team competitions, Championship and Monthly Medal or special events. The Match Committee will determine which course is to be played on for these events. The Women's Captain will advise the course to be used for women only competitions if multi tees are not to be used and the Club Captain will advise the course to be used for men only competitions if multi tees are not to be used.

2.2.16 Social Play

Where applicable, members and non-members participating in social rounds should adhere to these By Laws. Social players must use the white tee markers irrespective of black or yellow tee markers being placed across the tee. Any player who refuses to use the correct tee markers may be disciplined in accordance with the disciplinary provisions of the constitution.

2.2.17 Extreme Conditions Policy

The Fairbairn Golf Club Extreme Conditions (e.g. Weather) Policy has been introduced to provide guidance to members and guests in relations to playing conditions which might impact on the health and well-being of players on the golf course.

The Extreme Conditions Policy addresses issues of extreme heat, lightning and strong winds or approaching danger. It also applies when greens become unplayable due to heavy rain or other circumstance and suspension of play is necessary. Refer to Annex B for the Extreme Conditions Policy.

2.2.18 Women's Additional Competitions

A number of additional subscribed competitions are run by the Women's Committee during the year under the management of the Women's Captain. These are outlined below.

The fee for these competitions should be paid before commencing play in the first round. Members may enter the competitions after the first round but in such cases must pay the full stipulated fee and acknowledge that scores entered prior to payment will not count towards prize allocations.

- **Golf NSW Medal (WGNSW)** –Six Stroke Rounds of 18 holes between February and September. The winner in each division shall be the competitor returning the lowest net aggregate of three rounds. Players nominate between Saturday or Monday comps.
- **Kangaroo Cup** – An 18-hole Stableford event, held over six rounds between February and November. The winner is the player with the highest aggregate for their best three rounds of six. Players nominate between Saturday or Monday comps.

- **Women's Match Play Competition** – A knock-out singles match play event. Played throughout the year from March to November.
- **Diabetes Trophy** – A CSGA charity competition. The three best net winners from each club compete for the trophy on the CSGA Open Day the following year. Players nominate between Saturday or Monday comps.
- **CSGA Canberra Shield** – Match play between Canberra clubs, with teams of eight players.
- **Margaret Thornton – Shield for Veterans** – An 18-hole stroke event open to all VWGA members. The event is played in conjunction with the WGNSW Medal rounds, with the winner returning the best net aggregate of all six rounds. If no one plays all six rounds, the result is calculated over five rounds.
- **Chip-ins** – The Women's Committee run a separate record of chip-ins across the playing year. These are to be advised to the Women's Captain.
- **Birdies** – The Women's Committee run a separate record of birdies achieved across the playing year. These are to be advised to the Women's Captain.
- **Putting** – The Women's Committee run a separate record of putting across the playing year. These are to be advised to the Women's Captain.

2.3 The Greens Committee

The Greens Committee will comprise the Captain (as Chair), the Greens Member, and any assistant Greens Members, with the Head Greenkeeper providing an advisory role.

2.3.1 Role of the Greens Committee

The Greens Committee is responsible to the Board for:

- Providing input to the Course Development Plan (see Annex E);
- Maintaining the Fairbairn Golf Course to a standard conducive to the game of golf;
- Assisting and when necessary, advising green keeping staff in all matters relating to the upkeep of the golf course, related areas, equipment areas, equipment and miscellaneous hardware;
- Arranging work parties and co-ordinating the activities of those work parties in regard to course improvements;
- Proposing general improvements for consideration by the Match Committee and Board and implementing agreed improvements and modifications in a timely manner;
- Liaising with the Captain in regard to playing conditions, conditions of the course and where protection of areas of the course is considered necessary;
- Set the course up and determining pin positions for competitions in collaboration with the Captain, regularly changing pin and tee placements according to competition requirements and condition of the greens/course;
- Assisting in any other course maintenance which may be necessary, and
- Developing the equipment replacement program in consultation with the Head Green Keeper for presentation to the Board.

2.3.2 Green Staff Call-out

The Captain, Club Manager and the Greens Member are the only persons authorised to call out Green Staff out of working hours.

2.3.3 Course Maintenance

Persons are not permitted to perform work on the course that may in any way alter its layout without the prior approval of the Club Captain. Any permanent changes to the course must be actioned through the Course Development Plan process at Annex E.

3. Finance, Compliance & Reporting Committee

3.1 Members.

The Finance, Compliance & Reporting Committee will comprise the President (Chair), the Treasurer and the FGC Secretary. The Finance, Compliance & Reporting Committee will meet regularly and not less than four times per year.

3.2 Role of the Finance, Compliance & Reporting Committee

The Finance, Compliance & Reporting Committee is primarily responsible to the Board for developing and managing a sound financial plan that supports the FGC Strategic Plan through:

- a. Ensuring the Club has appropriate financial policies, goals and budgets to ensure it can meet its financial obligations and provide funds for the continued development of the course and facilities;
- b. The Finance committee must ensure that the Board as a whole takes an informed responsibility for the finances and financial viability of the organisation. In particular the finance committee, on behalf of the Board:
 - i. Looks to the financial systems and planning of the organisation;
 - ii. Monitors the flow of funds and their investment to ensure financial viability of the Club;
 - iii. Manages assets for the organisation;
 - iv. Anticipates financial difficulties;
 - v. Ensures that good systems are in place;
 - vi. Ensures the Board receives accurate, complete and timely financial information;
 - vii. Takes responsibility for conduct of the annual audit;
 - viii. Assures compliance to all legal and contracted arrangements;
 - ix. Monitors the Club's financial risks and developing appropriate actions to manage them; and
 - x. Reviews and makes recommendations on capital expenditure proposals to ensure they fit within the Club's budgets and funding capacities.

4. House Committee

4.1 Members.

The House Committee will comprise the Vice President (Chair), Women's President and a house member. The House Committee will meet regularly and not less than four times per year.

4.2 Role of the House Committee

The House Committee is primarily responsible to the Board for providing a high-quality clubhouse that meets the needs of members and new club patrons through:

- a. Maintaining a repairs and maintenance register and Maintenance Master Plan.
- b. Ensuring that the clubhouse buildings, furniture, fixtures and fittings, clubhouse surrounds, and clubhouse gardens are maintained in suitable condition.
- c. To investigate, plan and obtain estimates in relation to all matters concerning extensions, additions or alterations to the clubhouse or other ancillary buildings.
- d. Providing guidance on improvements to the Food and Beverage including pricing and increasing member satisfaction.
- e. Monitoring clubhouse plant, equipment, facilities condition and replacement.
- f. Preserving the historical and cultural heritage of the Club.

5. Marketing, Membership & Communications Committee

5.1 Members.

The Marketing, Membership & Communications Committee will comprise the President (Chair), the membership and marketing member and the Communications member. The Marketing, Membership & Communications will meet regularly and not less than four times per year.

5.2 Role of the Marketing, Membership & Communications Committee

The Marketing, Membership & Communications Committee is primarily responsible to the Board for providing the best membership experience to retain and attract members through:

- a. Reviewing membership marketing opportunities in conjunction with the Finance and Match Committees;
- b. Developing a Marketing Plan to attract Sponsor revenue for clubhouse and course development;
- c. Regular sponsor liaison;
- d. Monitoring marketing initiatives;
- e. Planning and arranging FGC promotion activities;
- f. Ensuring new member communication;
- g. Conducting internal communication;
- h. Management of FGC Social Media; and
- i. Managing and developing the FGC website.

6. Women's Committee

6.1 Purpose

The purposes of the women's committee are to:

- Assist the club in achieving substantive equality between all men and women.
- Help the club to promote and support the participation of women and girls at all levels within clubs.
- To assist the club in the provision in providing a pathway for future board representation.

6.2 Objectives of the Women's Committee

The objectives of women's committee are sourced from the strategic plan and support the club to:

- Increase the number of new women and girls participating in golf.
- Increase the number of new memberships from women and girls.
- Increase the retention rate of existing women and girls as participants and members.
- Re-engagement of lapsed women and girls as participants and members.
- Improve the satisfaction levels of females within the club.
- Increase the leadership of women in capacity, number, and representation in governance.
- Deliver a suite of entry level and developmentally appropriate participation programs specifically catering to the needs of women and girls.
- Deliver a suite of programs and initiatives designed to retain and engage existing and re-engage lapsed female members through social, on course, competition, and networking.
- Provide opportunities for women to develop their leadership skills across all areas of the club.

6.3 Structure of the Committee

The Women's Committee is comprised of the following positions and is reflective of the demographic of the local community:

- Women's President - leads and chairs the women's committee.
- Women's Captain – supports the President and assumes chair duties in their absence. Manages women's only competition and liaises between the club match committee and women's committee. Maintains contact with the CSGA.
- Women's Vice Captain – supports the Captain and acts in their role in their absence.
- Committee Members as required to:
 - coordinate the delivery of female specific golf participation programs.
 - coordinate the engagement of women in leadership development opportunities in governance, teaching and community outreach.
 - coordinate needs appropriate social activities to engage current and lapsed women and girls.
 - coordinate strategy and processes to retain existing female participants and members.

6.4 Women's Committee Responsibilities

The Women's Committee is responsible to present initiatives and request approval for authorisation by the club's board on matters that fit within the purpose and the goals of the committee. This includes the following:

- Meeting on a regular or semi-regular schedule.
- Supporting and encouraging Women's Golf.
- Distributing general information where required.
- Providing induction for new members both on and off the course.

6.5 Review of Charter

The Women's Committee will conduct an annual review of this Charter and have any amendments authorised by the board to ensure they remain consistent with the board's strategy, objectives and responsibilities.

7. Administrative Matters

7.1 Employment of Staff.

The Board through the Club Manager is responsible for the employment of paid staff and the setting of their terms of employment which shall be in accordance with current industrial relations laws and practices.

Positions which may be filled include, but need not be restricted to:

- a. Club Manager,
- b. Assistant Club Manager
- c. Head Green Keeper,
- d. Assistant Green Keeper and/or Apprentice Green Keepers, and
- e. Labourers.

The Board authorises the Club Manager to employ the following staff:

- a. Bar Staff; and
- b. Other administrative staff as deemed necessary.

The Club Manager is to attend Board meetings and may represent the Secretary (including the Secretary's voting rights) if the Secretary is absent. The Head Greenkeeper is advisory to the Match and Greens Committees.

7.2 Conflicts of Interest

All staff members must declare any actual, perceived, or potential conflicts of interest and this declaration must be recorded by the Club Manager. The Club Manager will determine if this is an issue and will either deal with it themselves or advise the Board.

7.3 Defence Land

Under our lease of the course land and buildings from Defence the FGC is responsible for the safety and security of all persons and property on the licenced area. We are bordered by live firing areas and the boundary fences are in place to keep people out of these Defence areas. Defence takes this matter seriously and considers anyone in their restricted areas without approval as a security breach.

In no instance is it acceptable for people to climb over these boundary fences to retrieve a golf ball (or any other item). Members are to ensure that people in their playing group do not climb the fences and they report any instances of trespass they become aware of to the Club Manager.

7.4 Closure of the Course.

The course will be closed to members and visitors at various times to allow for member competitions, course preparation for events, corporate days or any other times as prescribed by the Match Committee.

Further details are available in the Course Booking Policy at Annex F.

7.5 Dress

People using the Club, whether playing or not, are to conform to the Club dress standards. The aim of the dress code is to ensure that players are dressed in such a way as to neither damage the course nor offend

fellow players. In keeping with our 'Friendly Golf Club' theme the club believes that players will adhere to a relaxed, sensible dress code. The only hard and fast rules are:

- a. Clothing must be neat and tidy, clean, not torn or overly frayed, not excessively revealing (e.g. singlet tops) and not bear offensive slogans. Work gear is not to be worn.
- b. Players must wear suitable 'sports' footwear (i.e. no high heels, exaggerated treads, or thongs).

The club believes that all sensible would-be players instinctively know if they are dressed appropriately to play at Fairbairn Golf Club but, ultimately, the club reserves the right to refuse access to anyone deemed not to be respecting these 'common sense' dress rules.

Employees of Fairbairn Golf Club must always set a high standard and present a professional appearance; and be identifiable as employees of the Club.

7.6 Vehicles

Vehicles, other than those used by persons performing course maintenance or clearing, and who have prior approval, are not permitted on the golf course. Golf course machinery and vehicles are only to be driven by authorised personnel and are not to be driven outside the bounds of the course unless registered or licensed to do so.

Vehicles that are permitted to be on the golf course in the course of maintenance or clearing, are to adhere to a speed limit of 20 KPH when driving on the course.

7.7 Car Parking

Vehicles are only permitted to be parked in the designated car park adjacent to the 18th green. Care must be taken to ensure that Fire Access roads are not obstructed. Staff parking is available at the main entrance along with a mobility park for people with an approved mobility pass.

7.8 Conduct

All players are to abide by the high level of conduct expected and required under the Rules of Golf, and in no way behave in a manner that may inflict damage to the course and facilities, cause inconvenience to other players, or bring the game of golf or the Club into disrepute.

7.9 Sponsor Members

The Club Manager is to coordinate the Sponsor Memberships and is to maintain a full list of current sponsors, which is to include details of their sponsorship and what playing rights they have been given. This list is to be available at Board meetings and the Club Manager is to brief the Board when sponsor arrangements change.

The Club will pay the necessary affiliation fees for approved sponsors. Sponsor members will not be required to pay an entrance fee to the Club Open Competitions. The number of sponsor memberships will not be restricted and will remain current for one year from the date of payment or donation. Renewal (with Board endorsement) will be immediate upon renewed sponsorship. Sponsor membership may be rescinded at any time for any reason determined by the Board, however, the sponsor is to be advised in writing 28 days before termination of membership is to be effected to allow for negotiation.

7.10 Motorised Cart Policy

The Club recognises that the use of motorised carts allows many golfers with mobility problems to remain in the sport for longer and therefore supports their use. The availability of carts is also an attraction to potential green fee players and for Members and their guests.

FGC invests considerable resources in providing improved playing areas particularly around greens and fairways. However, the incorrect use of carts damages the grass surfaces through soil compaction and tyre wear.

The Club has implemented a policy for the use of carts that balances the needs of all parties – see Annex A. All cart users are expected to use the paths at all times. Where there is no designated path, cart users are expected to only travel on areas that are not likely to be damaged by the vehicle. In winter and wet conditions, avoid fairways as much as possible by driving in the rough.

Safety of cart users is also a major concern. The policy, at Annex A, also outlines expected safe behaviour for the use of motorised carts.

Individuals who hire carts from the FGC are responsible for the cart, operating it within the policy at Annex A, and will be held liable for damage. Hirers of the club's golf carts, who are visitors or irregular hirers, are required to sign a hire agreement form each time they hire a club golf cart. Where FGC members are regular hirers of club carts, they may sign a cart usage agreement form annually aligned with their membership renewal.

In the interests of the flow of play should be parked adjacent to greens when putting out. Cart users need to ensure they remain in the field at the same speed as others playing.

7.11 Personal Carts

Personal motorised carts may be used on the course and the owners/drivers are to adhere to the FGC Motorized Cart Policy at Section 6.10. Owners are responsible for any damage caused to their carts or the course while these are being operated at FGC.

Owners who are club members are required to sign a cart usage agreement form annually aligned with their membership renewal. Owners who are not club members are required to sign a hire agreement form each time they bring their own cart onto the course.

Personal carts will not be used by the FGC to supplement their pool of hire carts even if offered by the owner. This is primarily because of the liability that the Club would need to accept should any damage occur to a personal cart while being used on FGC business.

7.12 Cart Storage

The club provides some facilities for storing carts and these are managed through booking with the Club Manager. A nominal fee will be charged for use of any storage facility. Fees will be set from time to time by the Board, will vary between storage of petrol carts and battery carts requiring charging power and aligned with the membership year. Members with allocated cart storage must be current FGC financial members or members with memberships on hold as per Section 8.4.

Cart storage allocations cannot be passed between members but are to be managed through the Club Manager and a waiting list system if required. All carts and equipment are stored at the owner's own risk.

7.13 Club Storage

The club provides some facilities for storing golf clubs and buggies. Clubs can be stored in the locked shed at no cost if space is available. Use of the locked cages in the storage shed are managed through bookings with the Club Manager. A nominal fee will be charged for use of these cages. Fees will be set from time to time by the Board and aligned with the membership year. Members with allocated club cage storage must be current FGC financial members or members with memberships on hold as per Section 8.4.

Club cage storage allocations cannot be passed between members but are to be managed through the Club Manager and a waiting list system if required. All clubs/buggies etc. are stored at the owner's own risk.

7.14 Pace of Play

Pace of play has a long-standing tradition for being the topic of discussion. Some members prefer to play quickly while others like to play at a pace that allows some time for the social aspect.

There are many factors that impact the pace of play, including but not limited to: weather, player skill level, set-up of the course, and type of competition. The Fairbairn Golf Club pace of play policy can be found at Annex C.

7.15 Dogs on the Course

Dogs are not allowed on the course due to the potential damage that can be caused with them chasing kangaroos, interfering with other wildlife (such as ducks and parrots), and for the consideration of other golfers. If special assistance dogs (eye or hearing) are required by a member to play this is to be discussed with the Club Manager.

7.16 Club Surveillance Notice

The club provides notice for workers, members and visitors of surveillance activity at the Club in accordance with the following Acts:

- Privacy Act 1998 (CoA),
- Workplace Privacy Act 2011(ACT), and
- Listening Devices Act 1992 (ACT).

Fixed security cameras have been installed within and around the clubhouse. A mobile camera is available for use on the course as required. These surveillance cameras, including audio in some cases, will be used under the following circumstances:

- The fixed surveillance will be recorded to a hard drive in the clubhouse and live feeds will be accessible remotely. The mobile camera records to a memory card for detecting issues on the course.
- The surveillance from the fixed cameras will be continuous and ongoing. The mobile camera will be intermittent based on any need to review specific activity on the course.
- Surveillance will primarily be of members and visitors to the clubhouse and course. Staff will also be included through the bar camera.
- The surveillance records may be used to review and manage:
 - Security incidents at the club or on the course.
 - Behaviour around the club and course.
 - Capacity of the club's licenced areas.
 - 1st tee and practice area management.
 - Course use outside clubhouse opening hours.
 - Pace of play on the course.

- The surveillance records may be used to take adverse action against members, visitors and employees if required.
- Club employees should discuss with the Manager if they have any concerns with this notice and its execution.

The Club's Surveillance Policy is included at Annex H.

8. Financial Matters

8.1 General

The Board authorises the Club Manager to collect all moneys associated with the Club and receipt and bank those moneys as required.

The Finance member shall prepare financial reports and budgets as required by the Board. All expenditure by the club is to be in accordance with the budget and agreed delegations unless special approval is granted by the Board.

8.2 Membership Fees

Membership fees will be set by the Board and will vary for different categories of members. Categories of membership will be determined by the Board as per the Constitution. The membership fee for each category will be determined by the Board from time to time.

Membership fees are paid for a full 12-month period from the time of application, or time of renewal. Pro-rata rates will not be used. Individual membership expiry dates will be tracked in the Golf Management System. Members who do not want to remain as full members at renewal time are encouraged to consider one of the other membership options available.

Members who renew late will still be charged the full membership fee for the new year plus the late fee (see Section 8.3).

Where 'Mates Rates' are utilised these only apply to full memberships for:

- a. New members joining as a pair at the same time, and
- b. Existing members who renew along with the introduction of a new member.

Payment of fees by instalments is supported by the club and can be arranged through the Club Manager.

8.3 Fees and Levies

Other fees and levies may be set by the Board from time to time as required to support club operations. Where fees or levies are put in place these will be reviewed regularly to ensure they are still appropriate and required. The following fees and levies are currently approved:

- a. **Competition Fees:** For any formal competition to provide prize funds as per the prize policy with any additional funds collected applied to support club operations.
- b. **Course Improvement Levy (CIL):** To provide additional funds specifically focused on improvement work around the course and equipment required to maintain the course.
- c. **Water Levy:** Only to be applied for short periods by Board direction. Any use of this will be based on the condition of the course and weather forecasts at the time and will only remain in place until costs are recovered.
- d. **Late Payment Fee:** Applied to membership renewal fees paid more than one calendar month after the due date.

8.4 Members Requesting Membership Suspension

Requests for suspension of a membership will be dealt with on a case by case basis and will normally only be considered for serious health reasons.

8.5 Green Fees.

Green fees are payable by all non-members entitled to use the golfing facilities at Fairbairn Golf Club. The amount of the fee will be determined by the Board from time to time. The Club Manager is empowered to waive or discount green fees as appropriate:

- a. To encourage corporate golf day events;
- b. To encourage social players/clubs to use the course;
- c. Where the condition of the course does not support full fees (e.g. recently cored greens, holes out of play, etc.).

8.6 Delegations

The following financial delegations are in place within the Fairbairn Golf Club.

Delegation	Position
Commit or incur expenditure not exceeding \$2,000 for any single transaction, which is for the total of any one individual order or commitment. <i>This expenditure must be already included in the approved budget.</i>	<ul style="list-style-type: none"> • Club Manager • Greens Committee Chair • Match Committee Chair • Property Member
Commit or incur expenditure not exceeding \$5,000 for any single transaction, which is for the total of any one individual order or commitment. <i>This expenditure must be already included in the approved budget.</i>	<ul style="list-style-type: none"> • Individual Board Members • Club Manager
Commit or incur expenditure exceeding \$5,000 for any single transaction, which is for the total of any one individual order or commitment. <i>This expenditure must be already included in the approved budget.</i>	<ul style="list-style-type: none"> • Board Members (at least two must be signatories on each order or transaction approval)
Maintain and control a Club credit card with a monthly expenditure limit of \$10,000.	<ul style="list-style-type: none"> • Club Manager
Carry out financial transactions as resolved and directed by the Board.	<ul style="list-style-type: none"> • Club Manager • Finance Member
Where expenditure <i>is not</i> in the approved budget. Commit or incur expenditure up to \$10,000 for any single transaction, which is for the total of any one individual order or commitment.	<ul style="list-style-type: none"> • Board Members (at least three must be signatories on each order or transaction approval). One of the President or Treasurer must be included in this approval.

The Treasurer and/or President must be advised of all expenditure or commitments that exceed or are likely to exceed \$5,000.

These delegations must be exercised:

- a. Within the budgetary limits of the Fairbairn Golf Club Inc. and those applying to the delegate.

- b. To conform with Board resolutions, policy, and or strategy.

Annex A: Motorised Cart Policy

Fairbairn Golf Club Incorporated (FGC) recognises that the use of motorised carts allows many golfers with mobility problems to remain in the sport for longer and therefore supports their use. The availability of carts is also an attraction to potential green fee players and for Members and their guests.

The Club reserves the right to ban the use of carts should conditions warrant it. When a ban is in place, a notice will be displayed on the Club's website and signage placed on the first tee.

The following requirements are for any motorised carts at Fairbairn Golf Club Incorporated and cart owners and users must sign to say they have read and understood these requirements:

- a. All motorised golf cart drivers must be over 18 years of age and possess a current driver's licence, unless otherwise authorised by the Club Captain or his or her representative.
- b. All owners of motorised carts must be insured against personal accident and property damage.
- c. The vehicle must be operated from the driver's side only.
- d. All golfers and motorised carts shall give way to course staff and machinery.
- e. To prevent possible serious injury, driver and passenger must keep their entire bodies within the vehicle.
- f. To prevent falls from the vehicle, remain seated when the vehicle is moving, and always hold onto handles or handrails.
- g. Do not overload the vehicle and never have more passengers than seats available (e.g. 1 bench seat = 1 driver and 1 passenger).
- h. To avoid possible injury to passengers, pedestrians, drivers or damage to other vehicles, avoid sudden starts, sudden stops and abrupt turns. Also reduce speed in crowded areas/roads and for turning.
- i. To avoid the possibility of losing control of the vehicle, reduce speed for adverse driving conditions such as wet grass or rough terrain.
- j. Do not drive under the influence of alcohol, drugs or medications that adversely affect the ability to drive or react.
- k. Keep to established paths whenever possible.
- l. Keep carts at least 10/20 metres from all greens and greenside bunkers. Carts are **NOT** permitted inside areas marked by black lines or ropes.
- m. Park carts to the rear of greens or to the side leading to the next tee, NEVER in front of greens. This will greatly assist the Pace of Play.
- n. Do not drive over mounds.
- o. Carts shall not be driven on tees and surrounds
- p. If course conditions are wet, carts should only travel on the driest and firmest parts of the golf course and should stay away from critical golf areas including the fairways as much as possible. In winter or wet conditions avoid fairways as much as possible by driving in the rough, parking cart and walking in to your ball in the fairway.

To protect the course and provide the best playing conditions for all golfers, the Board has implemented the following:

- a. Members who breach the policy will receive a written warning.
- b. When a further breach of the policy occurs; the Member will be subject to a ban from driving or riding in/on carts within the course and grounds of the Club for a period of one (1) month.

- c. Any subsequent breaches within a twelve-month period will require the member to meet with the Club Board to explain their actions. The Board may take further disciplinary action.

These are severe penalties and it is hoped they will never have to be used. So enjoy your golf, enjoy your cart, but please be very mindful of the welfare of yourself, others and the course when using a cart.

Annex B: Extreme Conditions Policy

Extreme Heat

Heat Policy - The club's general policy is to allow the individual golfer make their own decisions whether or not they should participate in any competitions or play golf when faced with very hot weather.

The club however reserves the right to close the course should it deem that there is a danger to the participants (both competition or social) from extreme hot weather.

This is the same as the rules that apply with any type of dangerous weather.

The club also endorses the following measures that golfers, volunteers and officials should take to counter the impact of play in extreme heat conditions based on recommendations from the nationally based Sports Medicine Association (SMA).

The club strongly urges all players to stringently follow the recommendations below:

- a. Make a well-thought-out decision whether you should play or not. It is the responsibility of the individual to make the decision whether to play or not.
- b. Wear loose fitting, lightweight clothing
- c. Wear a hat and apply at least 30+ sunscreen
- d. Take 20ml of fluid (water or sports drink) per kg of body weight, one hour before commencement of play
- e. Carry adequate quantities of fluid and remain hydrated during play. Drinks containing electrolytes are recommended
- f. Ensure you have eaten properly
- g. On completion of your round drink water or a sports drink to re-hydrate - avoid drinking alcohol until hydrated.
- h. If feeling dizzy or unwell during play, immediately notify your playing partners to ensure arrangements are made for club staff to provide assistance as appropriate.

Lightning

The Rules of Golf acknowledge that lightning on golf courses has caused deaths and injuries and urges golf clubs to take precautions for the protection of golfers against lightning. Rule 5.7 permits the Committee to suspend play or for players to discontinue play if they believe that there is a danger from lightning.

When play is suspended by the Committee all players should discontinue play immediately. The Committee will determine when play is to resume. Failure to discontinue play on the advice of the Committee will result in disqualification.

Players who discontinue play without specific Committee permission must report to the Committee as soon as practicable. This can include a note left with your score card. No penalty will be applied if the reason is satisfactory. Otherwise the player will be disqualified.

Lightning Policy - Should lightning be in the immediate vicinity of the golf course the Committee will consider the risk and if the situation is considered dangerous will, in the interests of the health and safety of the players, suspend play.

Strong Winds

Members are advised and reminded of the dangers of limbs falling from trees on days of extreme winds (50 kph or more). Members are advised to be aware of the forecast of strong winds and give consideration to their own personal safety while out on the course.

Strong Wind Policy - Should the forecast at 4.00pm on the day before a competition be for winds likely to exceed 50 kph members will be reminded of the possible dangers of falling limbs or trees. Should a situation arise where the Match Committee considers such strong winds to be a danger to members, play will be suspended.

Approaching Danger

On days of extreme fire danger or other potential threat situations the Club will monitor Emergency Services advice and act accordingly.

Course Unplayable

If the Committee considers that for any reason the course is not in a playable condition or that there are circumstances that render the proper playing of the game impossible it may order a temporary suspension of play or cancel all scores for the round.

On advice from the Committee of a situation which warrants suspension of play players may discontinue play immediately or continue to play out the hole provided they do so without delay. Play must be discontinued after the completion of the hole.

Siren Notification Procedures

Suspension of Play - Suspension of play will be signalled by Three (3) blasts (repeated) of the siren. Play may continue to the completion of the current hole, or alternatively balls may be marked if completion is not practicable. Players should return to the Clubhouse until further notice and await advice on resumption.

Emergency Evacuation - One (1) continuous blast of the siren. Players should cease play immediately and return to the Clubhouse.

Resumption of Play - Two (2) short blasts of the siren. Players should return to their positions immediately and resume play.

NOTE:

The Match Committee will assume the responsibility for any decisions relating to competitions and this policy. Any actions that affect the state of play, should they be required, will be conveyed to members via various media and/or the Club Captain/ Club Manager.

Annex C: Pace of Play Policy

Introduction

This Pace of Play policy has been adopted to ensure competition rounds are played in an appropriate amount of time that complies with the latest update to the Rules Of Golf; is in line with the R&A's Pace of Play Manual; and will make golf more enjoyable for the vast majority of players.

The bulk of the field is not expected to play at the pace of the quickest half dozen groups, but nor is it expected to play at the pace of the slowest half dozen groups.

The Rules of Golf

In the most recent update to the Rules Of Golf, the rules relating to the pace of play are now covered primarily in Rule 5-6, Unreasonable Delay of Play. The general principle in Rule 5-6 is that:

A player must not unreasonably delay play, either when playing a hole or between holes.

A direction to Committees of golf clubs concerning the pace of play has now been included at Rule 5-6b(3), which states:

Committee Pace of Play Policy: To encourage and enforce prompt play, the Committee should adopt a Local Rule setting a Pace of Play Policy. This Policy may set a maximum time to complete a round, a hole or series of holes and a stroke, and it may set penalties for not following the Policy [see [Rules Hub \(randa.org\)](http://www.randa.org)]

To aid golf clubs in setting a pace of play policy the R&A has also published a Pace of Play Manual. This can be found at www.randa.org/pace-of-play/manual.

The R&A made the decision to update the Rules of Golf and publish a Pace of Play Manual after extensive research and consultation over a number of years around the world. That research found that a clear majority of golfers would enjoy the sport more if it took less time to play; that there are very few players who enjoy playing slowly or having to wait to play shots on a regular basis; and that more people would use courses with improvements to the pace of play.

Time Par – 3 hours and 53 minutes

“Time Par” is a concept central to the R&A's Pace Of Play Manual. It is a calculation of how long a game should take to play given the length, par and degree of difficulty of a course. Longer, harder courses should take longer to play than shorter, easier courses.

The time allowances contained in the manual for short, average and long holes of different pars can be summarised as:

Par	Category	Short	Average	Long
Par 3	Distance (m)	<130	131-170	>170
	Time (mins)	10	10	11
	Category	Short	Average	Long
Par 4	Distance (m)	<300	300-379	380+
	Time (mins)	12	13	14
	Category	Short	Average	Long
Par 5	Distance (m)	<460	460-510	>510
	Time (mins)	15	16	17
	Category	Short	Average	Long

Note 1 – while the standard allowances include an average time to walk to the next tee, the manual permits an extra minute if there is an unusually long walk between green and tee.

Note 2 – the manual also permits an extra minute to be added for unusually difficult holes, such as those with long water carries, unusually demanding hazards to be negotiated (eg ravines or multiple, deep bunkers).

Applying the principles in the Manual to Fairbairn yields the following results:

Hole	Metres	Par	Hole considered to be:	mins for hole	mins extra to walk to next tee (a)	Time for hole	Cumulative time
1	230	4	short	12		12	12
2	302	4	average	13		13	25
3	370	4	average	13	1	14	39
4	366	4	average	13		13	52
5	524	5	long	17		17	69
6	170	3	long	11		11	80
7	252	4	short	12		12	92
8	181	3	long	11		11	103
9	402	4	long	14	1	15	118
10	445	5	short	15		15	133
11	137	3	average	10		10	143
12	478	5	average	16		16	159
13	155	3	average	10		10	169
14	324	4	average	13		13	182
15	391	4	long	14		14	196
16	154	3	average	10		10	206
17	382	4	long	14		14	220
18	306	4	average	13		13	233
Total	5569	70		231	2	233	

(a) The R&A allowances per hole include a reasonable time to walk to the next tee. Only where the walk is unusually long should an extra allowance be included.

The times per hole are not to be taken as hard and fast amounts of time per hole, but rather taken as a combined total for the round. Inevitably some individual holes may take more or less time to play than the allowances in the manual (eg if a ball is lost a hole may take longer). For example, the time allowed by the manual for the 6th hole at FGC is 11 minutes – but data collected over 57 groups on three Saturdays in February 2023 revealed that almost every group played the 6th in 6-8 minutes¹. Only a couple of groups that had to look for lost balls took longer than 8 minutes and none of them took more than 11 minutes.

The result is that a round of golf for a group of 4 players playing a **stroke** round off the black markers at Fairbairn should take no more than 233 minutes, or 3 hours 53 minutes. This result factors in the length of the course (5569 metres) and slope rating (115). Non-stroke events, such as stableford and par, or playing off shorter markers, should take less.

The example course used in the Pace of Play Manual is a par 72 measuring 6600 yards (6035 metres, or 466 metres longer than Fairbairn) and the time estimated is exactly 4.0 hours.

¹ Timing started from the time the first player was able to hit (ie the group was on the tee and the green was clear) to the time the last player in the group left the 6th green, thereby freeing the hole for the following group.

Target Interval – 8 Minutes

The starting interval time between groups is typically eight minutes. From time to time circumstances (e.g. Par 3 holes) may cause the interval time to exceed eight minutes; yet all efforts should be made to catch up with the group in front.

Ready Golf

Essentially, Ready Golf is a common-sense approach to play the ball when ready:

- a. Dismiss all honours;
- b. Don't wait for others before approaching the tee and hitting;
- c. Proceed to your ball as quickly as possible;
- d. Play the ball as soon as it is safe to do so.
- e. See other timesaver hints below.

Some golf rules and etiquette address the order of play and which player has the "honour". Observance of the honour came about as a show of politeness to one's playing partners. But out of politeness to ALL the golfers behind, the slow play problem requires that honours be abandoned if a group does not keep pace with the group ahead. Each player should play when ready, as long as doing so does not breach the rules of golf (i.e. Match Play) and will not interfere with others. Shorter hitters can often hit first, especially on the tee.

Monitoring

In order to obtain objective data on the pace of play, the Committee will conduct data gathering activities as and when considered necessary.

From time to time, competition players at Fairbairn Golf Club will be required to record the START and FINISH times on their scorecards. These times will be checked and monitored by the Match Committee to identify excessive finishing intervals in the field. Where no member of a group completes the FINISH time, the group will be given a FINISH time of eight (8) minutes before the group following them.

Also, from time to time, authorised Match Committee representatives will conduct Pace of Play monitoring. Using a Timesheet and/or Group Monitoring Sheet, the monitors shall observe, calculate and record as much of the following information as possible:

- a. Actual tee time.
- b. Actual finishing time at the 18th hole.
- c. Names of every player observed in each group.
- d. Calculate the interval times between each group.
- e. Calculate the Actual Round Duration of each group.

It is considered a player's responsibility to be attentive to their pace of play. Under no circumstances shall the player approach, confront or abuse the monitor.

Enforcement

Section 5H of the Committee Procedures Annex to the Rules of Golf state, *inter alia*, that the Pace of Play Policy may include a penalty structure for breaches of the Policy.

If a player consistently disregards these guidelines during a round, or over a period of time, to the detriment of others, the Committee may take appropriate disciplinary action against the offending player. Such action may, for example, include prohibiting play for a limited time on the course or in a certain number of competitions. This is considered to be justifiable in terms of protecting the interest of the majority of golfers who wish to play in accordance with these guidelines.

The process for dealing with members that do not comply with this pace of play policy:

STAGE 1 – LETTER TO REQUEST CO-OPERATION

Each player in any group that finishes 12 minutes or more behind the group ahead will be sent a notice. The notice will request the player's co-operation to improve their pace of play by being aware of the situation and, if necessary, modifying their behaviour and/or their group's behaviour.

STAGE 2 – REPORT TO COMMITTEE, MONITORING/SUSPENSION

If a player is repeatedly identified to be in "slow" groups, they may be requested to attend a Match Committee meeting to explain their actions. The Match Committee will not impose any penalties until the member has the opportunity to meet with the Match Committee to discuss the issue.

Failure to meet with or contact the Match Committee will result in a penalty automatically being applied. The Stage 2 penalty will be determined by the Match Committee and may include:

- a. For each future infringement, over a further twelve-week period, the player will receive a 2 shot penalty (or a loss of hole in Par, or a two point deduction in Stableford) in the competition of the day.
- b. The player will not be able to book on the timesheet for two weeks.
- c. The player will be asked to help monitor the Pace of Play for two sessions (approximately two hours each) which may help the player experience firsthand the cumulative effect of slow play on the field.
- d. The player is also put on a twelve-week probationary period. Two further offences in that time will be penalised in accordance with Stage 3.

STAGE 3 – SUBSEQUENT OFFENCES, REPORT TO COMMITTEE - SUSPENSION

If a player is identified in a slow group during the probationary period detailed in Stage 2, and as such is considered to have consistently disregarded the Policy, the player will again be requested to explain to the Match Committee.

The player may be "suspended" from competition play for two or more weeks. At the Match Committee's discretion, extended suspensions may apply for multiple breaches.

IMMEDIATE PENALTY – SEVERE BREACH DURING COMPETITION

As a further deterrent to slow play, any group that is identified as finishing their round 17 minutes or more with appropriate allowances for gaps in the field, etc, behind the group ahead AND with a round duration of over 4 hours, will receive an immediate penalty. The penalty shall be two strokes (stroke event), two points (stableford) or one (-) loss (par) in the competition of the day.

It is worth keeping in mind that 17 minutes is sufficient time to play any par 4 and both par 5 holes at Fairbairn. Hence, the group is considered to be more than one hole behind the group ahead.

The decision of the Match Committee or its authorised representative is final.

Timesaver Hints

Always be ready to hit

- Proceed directly to your own ball.
- Plan your shot and select your club when approaching your ball.
- Only take one (1) practice swing and prepare yourself while others are hitting.
- When in doubt, notify your marker and hit a provisional ball.
- If necessary, encourage your playing partners to maintain a good pace of play.
- Know the Rules of Golf, including those about out of bounds, water hazards & lost balls.

Don't waste time

- Even if starting after a gap in the field, your group must catch the group in front.
- Never record scores on or near the green. Count strokes and write scores at the next tee.
- Don't leave a cart/bag in front of the green. Leave it to the side towards the next tee.
- Carry extra tees, balls and ball markers in your pocket.
- If safe to do so, encourage players on incorrect fairways to play through.
- Quickly purchase food/drink. If out of position, do not stop for a conversation.
- Do not give lessons/instruction on the course. Reserve that for a practice session.

On the tee

- The first player ready to hit should do so as soon as it is safe.
- Encourage your playing partners to tee off as soon as they are ready.
- Other players should wait right next to the tee markers.
- All players should watch other shots to help pinpoint the position of the ball.
- After hitting, each player should return to their clubs and be ready to proceed to their ball.

On the green

- Park clubs/cart beside the green in line with the next tee.
- Study the line, slope, grain, etc before it is your turn.
- Encourage your playing partners to putt, if they are ready to do so.
- Follow continuous putting rules until holed out, unless restricted by another player's line.
- When the first player is finished putting, they should proceed to the next tee (without disturbing the other players yet to putt). There is no point three people standing around doing nothing when the group needs to catch up.

Annex D: Prize Management Policy

Introduction

This Prize Management Policy aims to provide fair, consistent, and equitable distribution of competition prizes. It ensures adequate funds are available to meet financial obligations and to protect the Golf Club from losses due to small player participant numbers.

This policy applies to all regular competitions excluding Club Championships and special events e.g. Eclectic, Fairbairn Open and Anzac Day Cross Country. Prizes for Club Championships and other special events will be determined by the Match Committee based on sponsorship support, number of competitors in various categories and other impacting factors.

Any player with a GA handicap (member or non-member) who enters a regular competition by paying the competition fee is eligible to win prizes for that competition, excluding Club Championship and Monthly Medal events which are member only events.

Daily Competitions

Prizes will be calculated based on returning approximately 60% of competitions fees to members. This policy outlines the approach for prize allocation based on the type of competition and the number of players. Prizes will generally be allocated to members accounts. The Match Committee has the discretion to adjust the prize distribution on the day with regard to providing a fair result.

The prize allocation tables will be reviewed annually by the Match Committee with up-to-date allocations for individual, 2 person events and 4 person events found at Appendixes 1-3 of this Annex. The Match Committee is to ensure adequate funds are retained to help offset administration fees and ongoing financial obligations associated with the running of daily competitions.

Achievement Prizes

Hole in One

A club member who achieves a Hole in One in any Club Competition at Fairbairn Golf Club, will receive a trophy to mount their ball, a \$100 prize voucher and have their name recorded on the 'Hole in One' Honour Board. For clarity, a Hole in One prize will only be allocated in club-sanctioned competitions.

Eagle's Nest

Golf balls are to be awarded to any club member for an Albatross or Eagle scored in any club sanctioned competitions as shown below, except for the exclusions outlined in the following table:

- Eagles – 12 balls
- Albatross – 24 balls

Eagle's Nest Exclusions	
Eagles	Not awarded on the 1 st , 7 th & 10 th and in addition, when playing the Yellow course, the 9 th and 12 th . Not awarded on any par 3 (see hole-in-one). Eagles are not awarded on any hole when playing the Green (Short) course.
Albatross	Not awarded for any hole in one
Any hole in one	Separate FGC award (see above)
Ambrose and Foursomes	Singles players don't compete a hole – no nest

Competition results are recorded in the golf management software and ball vouchers will be allocated from any qualifying scores. However, if playing in a team event with individual hole scores (such as 4BBB) players will need to inform a member of the Match Committee or Staff of an Eagle or Albatross as these will not be identified by the golf management software. For clarity, these prizes will only be allocated in club-sanctioned competitions and do not include rounds played off the green tees.

Prize Allocation Tables

A minimum of 5 players are required to return completed cards for prizes to be awarded.

Where a competition does not have the required player numbers, the comp fee only (not including the CIL) will be credited back to each player's club prize account.

All competition prizes will be allocated in accordance with the tables at Appendixes 1-3 of this Annex. The Match Committee may make the decision to cease NTPs and extend the ball rundown by the equivalent number of balls for any competition if required.

All NTPs set out on a Saturday competition are available to all players whether the event is a medley or not.

Women Specific Competitions

A number of additional competitions are run throughout the year for women members who subscribe to these. Prizes for these will be allocated to member accounts as advised by the Women's Committee. For those who wish to participate in these additional competitions a yearly fee will be charged to pay for end of year prize allocations – entry fee will be \$20 which will be reviewed annually.

Competition Results

The results of competitions, including prizes, are promulgated on the FGC website Member's Portal.

Prizes for all other competitions not detailed above are at the discretion of the Match Committee.

Prize Credits

A running total of the prize and ball credits won per member is available in the member's account on the portal or from the clubhouse staff. These totals are updated regularly. Prize credits may be used for any of the following:

- Redeemed over the bar for merchandise, cart and course fees or refreshments.
- Converted into sponsor store vouchers. and
- Prize credits can be used as part of a member's annual membership renewal up to a maximum of \$300.

To limit the club's liability, all prize credits have an expiry period on them and twice a year any open prize vouchers will expire as per the table below. At this time member's prize accounts will be cleared based on the expiry dates in the table below. It is a member's responsibility to review and actively manage the balance of their prize pool throughout the year to minimise any loss when balances are cleared.

Period Prize Won/Allocated	Expiry Date for Claiming Club Vouchers
Prizes won from 1 st Jun to 30 th Nov each year	31 st December of that year These club vouchers expire 30 June of the following year
Prizes won from 1 st Dec to 30 th	30 th June of that year

May of the following year	These club vouchers expire 31 December of that year
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Once FGC vouchers are converted into sponsor store gift cards by the member these cards are then treated as gift cards under the consumer guidelines:

Appendixes:

Appendix 1 – Individual competition prize allocation

Appendix 2 – 2 person team competition prize allocation

Appendix 3 – 4 person team competition prize allocation

Appendix 1 : Individual Competition Prize Allocation

5 competitors 1st - \$20 2 x Ball Rundown	6 competitors 1st - \$20 2nd - \$10 2 x Ball Rundown	7 competitors 1st - \$20 2nd - \$10 4 x Ball Rundown	8 competitors 1st - \$25 2nd - \$15 2 x Ball Rundown
9 competitors 1st - \$25 2nd - \$15 4 x Ball Rundown	10-19 competitors 1st - \$25 2nd - \$15 3rd - \$15 10 x Ball Rundown	20-29 competitors 1st - \$35 2nd - \$25 3rd - \$20 12 x Ball Rundown	30-39 competitors 1st - \$40 2nd - \$30 3rd - \$25 4th - \$15 20 x Ball Rundown
40-49 competitors <i>(2 Divisions)</i> Each Division 1st - \$35 2nd - \$25 3rd - \$20 18 x Ball Rundown	50-59 competitors <i>(2 Divisions)</i> Each Division 1st - \$45 2nd - \$30 3rd - \$25 4th - \$20 5 NTPs - 6, 8, 11, 13, 16 12 x Ball Rundown	60-69 competitors <i>(2 Divisions)</i> Each Division 1st - \$50 2nd - \$35 3rd - \$30 4th - \$25 5 NTPs - 6, 8, 11, 13, 16 16 x Ball Rundown	70-79 competitors <i>(3 Divisions)</i> Each Division 1st - \$45 2nd - \$30 3rd - \$25 4th - \$15 7 NTPs - 4, 6, 8, 11, 13, 16, 18 12 x Ball Rundown
80-89 competitors <i>(3 Divisions)</i> Each Division 1st - \$55 2nd - \$30 3rd - \$25 4th - \$15 7 NTPs - 4, 6, 8, 11, 13, 16, 18 16 x Ball Rundown	90-99 competitors <i>(4 Divisions)</i> Each Division 1st - \$60 2nd - \$30 3rd - \$15 7 NTPs - 4, 6, 8, 11, 13, 16, 18 14 x Ball Rundown	100-109 competitors <i>(4 Divisions)</i> Each Division 1st - \$60 2nd - \$35 3rd - \$20 4th - \$15 7 NTPs - 4, 6, 8, 11, 13, 16, 18 14 x Ball Rundown	110-119 competitors <i>(4 Divisions)</i> Each Division 1st - \$60 2nd - \$40 3rd - \$25 4th - \$20 7 NTPs - 4, 6, 8, 11, 13, 16, 18 14 x Ball Rundown
120-129 competitors <i>(4 Divisions)</i> Each Division 1st - \$60 2nd - \$40 3rd - \$25 4th - \$20 7 NTPs - 4, 6, 8, 11, 13, 16, 18 20 x Ball Rundown	130-139 competitors <i>(4 Divisions)</i> Each Division 1st - \$60 2nd - \$40 3rd - \$25 4th - \$20 7 NTPs - 4, 6, 8, 11, 13, 16, 18 25 x Ball Rundown	140-149 competitors <i>(4 Divisions)</i> Each Division 1st - \$60 2nd - \$40 3rd - \$25 4th - \$20 5th - \$15 7 NTPs - 4, 6, 8, 11, 13, 16, 18 25x Ball Rundown	150+ competitors <i>(4 Divisions)</i> Each Division 1st - \$60 2nd - \$40 3rd - \$25 4th - \$20 5th - \$15 7 NTPs - 4, 6, 8, 11, 13, 16, 18 35 x Ball Rundown

Appendix 2 : 2 Person Teams Competition Prize Allocation

5-9 teams
1st - \$25
2nd - \$15
3 x Ball Rundown

10-13 teams
1st - \$25
2nd - \$15
3rd - \$10
4 x Ball Rundown

14-17 teams
1st - \$25
2nd - \$15
3rd - \$10
8 x Ball Rundown

18-21 teams
1st - \$40
2nd - \$25
3rd - \$15
5 NTPs - 6, 8, 11, 13, 16
5 x Ball Rundown

22-25 teams
1st - \$40
2nd - \$25
3rd - \$20
4th - \$15
5 NTPs - 6, 8, 11, 13, 16
6 x Ball Rundown

26-29 teams
1st - \$45
2nd - \$30
3rd - \$25
4th - \$20
5 NTPs - 6, 8, 11, 13, 16
6 x Ball Rundown

30-33 teams
1st - \$50
2nd - \$35
3rd - \$25
4th - \$20
5 NTPs - 6, 8, 11, 13, 16
10 x Ball Rundown

34-37 teams
1st - \$55
2nd - \$40
3rd - \$30
4th - \$25
7 NTPs - 4, 6, 8, 11, 13, 16, 18
9 x Ball Rundown

38-41 teams
1st - \$60
2nd - \$45
3rd - \$35
4th - \$25
5th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
8 x Ball Rundown

42-45 teams
1st - \$60
2nd - \$45
3rd - \$35
4th - \$25
5th - \$20
6th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
9 x Ball Rundown

46-49 teams
1st - \$65
2nd - \$45
3rd - \$35
4th - \$30
5th - \$25
6th - \$20
7 NTPs - 4, 6, 8, 11, 13, 16, 18
9 x Ball Rundown

50-53 teams
1st - \$65
2nd - \$45
3rd - \$35
4th - \$30
5th - \$25
6th - \$20
7 NTPs - 4, 6, 8, 11, 13, 16, 18
14 x Ball Rundown

54-57 teams
1st - \$70
2nd - \$50
3rd - \$35
4th - \$30
5th - \$25
6th - \$20
7th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
14 x Ball Rundown

58-61 teams
1st - \$75
2nd - \$60
3rd - \$40
4th - \$30
5th - \$25
6th - \$20
7th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
15 x Ball Rundown

62+ teams
1st - \$75
2nd - \$60
3rd - \$45
4th - \$30
5th - \$25
6th - \$20
7th - \$15
8th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
15 x Ball Rundown

Appendix 3 : 4 Person Teams Competition Prize Allocation

5-7 teams
1st - \$20
2nd - \$10
2 x Ball Rundown

8-9 teams
1st - \$25
2nd - \$15
3 x Ball Rundown

10-11 teams
1st - \$30
2nd - \$15
5 x Ball Rundown

12-13 teams
1st - \$30
2nd - \$15
3rd - \$10
6 x Ball Rundown

14-15 teams
1st - \$35
2nd - \$15
3rd - \$10
7 x Ball Rundown

16-17 teams
1st - \$40
2nd - \$25
3rd - \$15
6 x Ball Rundown

18-19 teams
1st - \$40
2nd - \$25
3rd - \$15
5 NTPs - 6, 8, 11, 13, 16
5 x Ball Rundown

20-21 teams
1st - \$40
2nd - \$25
3rd - \$20
4th - \$15
5 NTPs - 6, 8, 11, 13, 16
4 x Ball Rundown

22-23 teams
1st - \$45
2nd - \$25
3rd - \$20
4th - \$15
5 NTPs - 6, 8, 11, 13, 16
5 x Ball Rundown

24-25 teams
1st - \$50
2nd - \$30
3rd - \$20
4th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
5 x Ball Rundown

26-27 teams
1st - \$55
2nd - \$30
3rd - \$25
4th - \$20
7 NTPs - 4, 6, 8, 11, 13, 16, 18
5 x Ball Rundown

28-29 teams
1st - \$60
2nd - \$35
3rd - \$25
4th - \$20
7 NTPs - 4, 6, 8, 11, 13, 16, 18
5 x Ball Rundown

30+ teams
1st - \$60
2nd - \$35
3rd - \$25
4th - \$20
7 NTPs - 4, 6, 8, 11, 13, 16, 18
7 x Ball Rundown

Annex E: Course Masterplan

The Fairbairn Golf course is a full 18-hole par 70 course with well-maintained grass greens and fairways defined by established pine trees. There are bunkers, mounds and water hazards to add to the golfing challenge, and the rough is kept manageable to minimise frustration and add to the enjoyment of a round. The FGC Board commissioned a 5-10 year Masterplan for the future development of the golf course in Nov 23. This plan has been accepted by the Board and changes to the course supporting this Masterplan will be implemented as finances allow.

This plan assumes that the land is to be retained by the Department of Defence and that the Fairbairn Golf Club Inc will be allowed continued licensed occupation. The leased land is shown in the picture below:



Fairbairn Golf Course

Future Development

The objectives of the Masterplan and future development are to:

- Establish a course that is fair and fun to play for golfers of all standards – from beginners to more experienced golfers while always considering the members of Fairbairn.
- Establish a course layout that best uses the land available and best exploits the natural terrain.
- Gradually upgrade course features including greens, bunkers, and trees, prioritising those holes identified in the Masterplan.
- Eventually have putting greens that are interesting, fun to play, challenging and comparable to the best in the Canberra region.
- Enhance transitions between greens and the following tees to improve the flow of the course.
- Progressively reduce the number of exotic trees (Pines and Cypress) and increase the number of more appropriate local indigenous trees.

- Widen many of the playing corridors through tree removal and by expanding fairways to provide more options and create a more strategic golf course.
- Enhance the potential for distant vistas towards Canberra's natural hills and built landmark features.
- Improve the environmental sustainability of the course so that in 20-30 years it is a haven for flora, fauna and golfers alike.

Implementation

This Masterplan will be regularly reviewed by a Working Group of the following:

- a. Club Captain (Chair)
- b. Greens Committee Member
- c. Club Treasurer
- d. Course Superintendent.

The Working Group will prioritise activities which support the Masterplan's implementation and propose costed packages of work to the Board for funding consideration. The Masterplan is a guidance document for the long-term development of the course and proposed work packages should generally support this plan.

Additional new proposals will always be considered on their merits and if not already included in the endorsed Masterplan Plan, they will be considered by the FGC Board before any expenditure is committed.

Masterplan

The Masterplan is available for viewing on the Club's website at [Fairbairn Golf Club - About Masterplan](#).

Annex F: Course Booking Policy

Introduction

The total cost to run the Fairbairn Golf Club is currently over \$900k and the club's continued viable operation is underpinned by two main revenue sources:

- Membership and the members embracing the daily competitions (accounts for around 40%)
- Social groups and individual players (also account for around 40%)

Therefore, to keep membership costs down it is important to strike a balance between members and non-members accessing the course.

It is important to note that most of the revenue received from Social Players is received on Sundays. To put this into context, if we were to reduce the amount of social play every Sunday by one hour and allow members to use that time, to recoup the revenue it would equate to over \$100 increase in annual membership subscriptions for each member.

Course Availability

Main competition days for Full Fairbairn members, noting that times may vary due to the time of year and type of competition, are usually:

Saturday	Competition only to approximately 12:30 (Women and Men)
Sunday	Competition only to approximately 10:00 (Medley) dependant on availability
Monday	Competition tee times to approximately 12:30 (Women and Medley)
Wednesday	Course only to approximately 12:30 (Medley)
Friday	Competition tee times throughout the day - 9 hole Medley Competition

Other competitions, mainly medley events, will be conducted from time to time on other days as determined by the Match Committee.

The course is open to Social Members and the public during the following times:

Sunday	Course open after 10:00 unless a Club Championship event is planned. These will be advised in advance to all members.
Monday	Course open
Tuesday	Course open
Wednesday	After 12:30
Thursday	Course open
Friday	Course open unless a Club Championship event is planned. These will be advised in advance to all members.
Saturday	After 12:30 unless a Club Championship event is planned. These will be advised in advance to all members.

Course Booking Arrangements

Bookings for all competitions will open 14 days prior and can only be made by members either online or by phoning the Club.

Visitors with current GolfLink handicaps may compete in Saturday competitions with prior approval from the Club Captain, Vice-Captain or Club Manager. All other competitions are open to visitors.

Booking arrangements for the course are outlined in the table below:

	Saturday	Sunday to Friday
Full Members	<p>Full members may book in 14 days prior to a competition. Bookings can be made either on a touch screen at the club house, via a member's online login or by phone. Full members can only book three other FGC members in the applicable time slots and not social players 14 days out (see below for social players).</p> <p>Bookings will open when the club house opens on the TSE Screens or 12:00pm via online and phone.</p>	
Social Members	<p>Social members may book in 14 days prior for social play outside scheduled Saturday competition times. Social members can only book up to three other FGC members and not social players 14 days out (see below for social players).</p> <p>Bookings can be made with the staff at the club house or by phone after 12:00pm on the day the bookings open.</p>	<p>Social members may book in 14 days prior to a requested day for social play at any time the course is available (see table above). Social Members can only book three other FGC members and not social players 14 days out (see below for social players).</p> <p>Bookings can be made with the staff at the club house or by phone.</p>
Social Players	<p>Social players may book a maximum of 7 days prior for social play <i>outside scheduled Saturday, Sunday and Wednesday competition times</i>. Booking during scheduled Sunday competition times (excluding championship events) may be made only if time slots are available and can only be booked after 12pm on the preceding Wednesday. Bookings can be made with the staff at the club house or by phone.</p>	
Visitors	<p>Visitors with a Golf Link handicap may book into a Sat comp with prior approval up to 7 days in advance.</p>	<p>Visitors with a Golf Link handicap may book into any comp up to 7 days in advance (excluding championship events).</p>
Social Groups ²	<p>No Social Group bookings will be taken for Saturday unless it is after the scheduled club competition times.</p>	<p>A minimum of two weeks' notice is required with the Club Manager to block out a bulk booking for formal Social Groups. The Club Manager will ensure that, where possible, suitable times will be available for member competition entries. As a guide there should be some slots made available between social group bookings to allow members to book.</p>

- ² Social Groups have registered with the Club Manager and/or organisations and social clubs that regularly book the club and have a membership base of 12 or more. The policy and process for Social Club bookings is included at Annex G.

	Saturday	Sunday to Friday
Other (e.g. Pennants, Sponsor events etc)	No 'Other' bookings will be taken for Saturday unless it is after the scheduled club competition times.	As a rule, a minimum of two weeks' notice is required with the Club Manager to block out a bulk booking for 'Other' events. The Club Manager will endeavour to make suitable competition time available for members, but this may not always be the case (example: a last minute request to host a Pennants Final). Members will be advised in these cases.

Annex G: Social Group Booking Policy

Introduction

Fairbairn Golf Club (FGC) has experienced a number of problems associated with social group bookings. For example:

- social clubs booking bulk time slots but turning up with few players, leaving empty time slots that FGC could have filled but for the social club booking;
- social clubs booking a limited number time slots and turning up with many more players than can be fitted into the time slots they booked;
- social clubs cancelling at the last moment, leaving FGC with no time to take other bookings;
- social clubs turning up on a day when they think they have a booking but FGC has them booked for another day; and
- social club players not observing basic course etiquette (eg not raking bunkers, not filling divots, slow play).

With the increased popularity of social golf these issues are becoming more common and can have adverse impacts on players and club finances, as well as generate confrontational issues for FGC staff. This Policy is implemented to prevent such problems occurring.

What constitutes a “social group”

For the purpose of this policy a “social group” is defined as any single booking that requests three (3) or more tee-time slots. Each tee-time slot can accommodate a maximum of four (4) players.

A “social group” could be an established group (eg Vikings, Eastlake) or a more loosely organised group (eg bucks party, group of mates, Christmas party).

The Manager shall have discretion to waive elements of this policy for long established groups operating on weekdays. In particular, ACT Veterans Golf Association and the Services Golf Association may have the requirement for a deposit waived given their proven track record.

For clarity, this policy does not apply to FGC Social Members booking other FGC Social Members. However, it does apply to any FGC member (full or social) making a booking on behalf of a social group that contains enough non-members to fill three (3) time slots.

The Manager shall also have discretion to decline bookings from social groups that have:

- demonstrated poor behaviour in the past, or
- who have not treated FGC staff with due courtesy and respect, or
- have, or tried to, game the booking system by making multiple bookings for 2-3 timeslots under different names but are all part of the one group.

Need for adequate tee times for members

While social groups contribute a significant amount to the financial viability of FGC, they should not do so at the expense of members – both Full Members and Social Members.

The Manager shall ensure that the number of social groups allowed to book on any given day will not impinge upon established competition times, and will leave adequate time slots for Social Members.

Bookings on Mondays must ensure adequate time slots for the Ladies' scheduled competitions. Similarly, social group bookings for Wednesday, Saturday or Sunday must be outside competition times.

As a general rule, no more than two large social groups shall be allowed on Saturday or Sunday and a suitable time may be allowed between these social group bookings to allow members access to tee times. A large social group is one that requests five (5) or more tee time slots (ie 20 players).

The Manager, in consultation with the Captain, has discretion to limit social group bookings to times of day, and in numbers, that reflect operational limitations or restrictions.

Process for accepting social group bookings

All social group bookings must be confirmed in writing.

Bookings may be taken over the phone initially, but a follow up email confirming date, time of booking, number of timeslots required, and any special requirements (e.g. carts, use of BBQ area, drinks, club hire, etc) must be sent along with FGC's booking conditions. A draft "Booking Conditions" sheet is at Attachment A.

An acknowledgement reply email must be received before the booking can be confirmed (and will also be subject to receiving the required deposit as described below). The acknowledgement reply must nominate a responsible person for the social group and his/her contact details.

A copy of the written confirmation is to be given to staff working on the day of the booking in case any elements of the booking are disputed.

Financial requirements for social group bookings

To promote more accurate bookings, and incentivise social groups to act in a more measured manner, each social group booking will require a deposit of 20% of the applicable green fees. For social groups which continue to abuse their booking privileges the Manager may increase this to 40%. The time by which the deposit is payable may vary at the discretion of the FGC Manager within the following constraints:

- (a) The request for a booking is made within 7 calendar days of the playing date
If the booking is within the next 7 days, the deposit must be paid before the booking is confirmed.
- (b) The request for a booking is made 8-31 calendar days ahead of the playing date
If the booking is made more than 7 days ahead, but less than 31 days ahead of the playing date, the deposit must be received no less than 7 days prior to the playing date. If the deposit is not paid at least 7 days prior to the playing date then the Manager shall contact the social group organiser and advise that unless payment is made within 24 hours the booking will be cancelled. If the payment is not made then the Manager shall send the social group organiser an email stating that the booking is cancelled.
- (c) The request for a booking is made more than 31 calendar days ahead of the playing date

If the booking is made more than 31 days ahead of the playing date, the deposit must be received no less than 21 days prior to the playing date. If the deposit is not paid at least 21 days prior to the playing date then the Manager shall contact the social group organiser and advise that unless payment is made within 24 hours the booking will be cancelled. If the payment is not made then the Manager shall send the social group organiser an email stating that the booking is cancelled.

If the deposit is paid then the Manager will record this along with all the booking details and provide the information to staff on the day so that they know exactly how much has been paid in the deposit. A sample sheet for use with staff is at Attachment B.

Manager's discretion to engage staff to operate as a Course Marshall

In some instances, social group players are detracting from the enjoyment of other golfers by taking too long, not observing golf etiquette, not letting faster players through, etc.

The Manager shall have discretion to engage a staff member to operate as a course Marshall on days where there are a significant number of social group bookings, or known problematic groups. The Marshall could operate as a drinks cart at the same time if warranted.

The Marshall shall have the power to walk groups to catch up if they have fallen behind, direct slow groups to let following groups play through (even if this means breaking up the sequence of a single social group), and to direct players to leave the course for serious misbehaviour.

The Marshall shall also check that no more than four players are in a group.

Failure to comply with a direction of the Course Marshall shall result in forfeiture of the social group's deposit.

Proposal to follow on the day of the booking

The contact person for the social group is to report to the FGC staff member at the bar, confirm the number of players, pay the green fees for the players (and any cart hire or club hire), and confirm that no player has brought alcoholic drinks from outside FGC.

The FGC staff member is to provide a receipt to the contact person and inform them of the process for refunding all or part of the deposit.

The FGC staff member will then complete the bottom half of the Control Sheet that the Manager has provided in accordance with this policy (see Attachment B).

Booking Conditions for Social Groups at Fairbairn Golf Club

This document provides a description of the conditions under which Fairbairn Golf Club (FGC) accepts social group bookings. These conditions are issued to give social groups a clear understanding of the arrangements that apply and to reduce any misunderstandings.

A social group is defined as any group that requests three or more tee-time slots. Each tee-time slot can accommodate up to four players.

All social group bookings are to be confirmed in writing. The Manager of FGC will send the social group's contact person details of the booking as understood by FGC for confirmation by the social group. This will include the following items for confirmation:

- Name of the social group
- Nominated contact person for the social group and contact details
- The date of the booking
- The number of tee-time slots required and the tee times allocated
- The total number of players booked
- The agreed green fee per player
- Any special requests such as cart hire or club hire required
- The deposit required and the date by which it must be paid
- The final date for confirming the number of players (which will be earlier than the date by which the deposit is due)
- Acknowledgement that the social group will not bring any alcoholic drinks onto FGC grounds.

The booking will not be confirmed until the confirmation email is received.

A deposit is now required for social group bookings. Unfortunately, past experience with some social groups has resulted in significant revenue loss and/or damage repair costs to FGC. The amount of the deposit required will be advised to the social group by the FGC Manager. If the deposit is not paid by the date specified in the email from the FGC Manager then the booking will be cancelled and a message sent to the contact person accordingly.

Deposits are payable to:

Bank:	Defence Bank
BSB:	833-205
Account number:	2051 5938
Account name:	Fairbairn Golf Club Incorporated
Reference to use:	name of social group and date of booking

The deposit will be refunded provided the social group fulfils its stated number of players and time slots, there is no damage caused by the group to FGC property and members of the social group have complied with any directions given by the Course Marshall. Where there is a difference between the number of players booked and the number of players that actually turn up, FGC will deduct the green fees applicable to the shortfall in player numbers from the deposit and refund the balance within five (5) business days.

FGC understands that minor variations in player numbers may occur on the day due to illness or accidents. Where the variation is minor the social group contact person may ask the FGC Manager to waive the loss of deposit, but the decision is at the sole discretion of the FGC Manager.

Should a social group turn up with more players than it has booked for, there is no right for those extra players to be allowed to play and it will be the responsibility of the social group organiser to determine which players are to be refused access. FGC staff are not responsible for managing the situation. If there is capacity available, then FGC staff may permit the extra players to play. However, in such circumstances there is no guarantee that the social group can be kept together as consecutive groups and the excess players must play in time slots directed by FGC staff.

All social groups agree to follow the rules of golf and to behave in a manner that will not detract from other players on the course. In particular, all players in the social groups must:

- Play at an acceptable pace (no more than 2 hours and 10 minutes per nine holes);
- Not play in groups of more than four players per tee-time slot;
- Observe standard golf etiquette such as repairing divots, repairing lob marks, raking bunkers, giving priority to course maintenance workers, letting faster groups play through, dressing appropriately and behaving in a socially acceptable manner;
- Comply with all directions of the Course Marshall, including skipping holes to catch up with the group in front and leaving the course when directed. Failure to comply with a direction of the Course Marshall will result in forfeiture of the full deposit.

FGC is a licensed premise. Social groups are NOT PERMITTED to bring their own alcoholic drinks. Alcoholic drinks can be purchased in the clubhouse for consumption on the course. If any player in the social group is seen consuming alcohol not purchased from FGC then the social club forfeits all of its deposit and will be banned from booking again for six (6) months.

Conditions noted and accepted on behalf of social group by:

Name

Signature

Date

Any returned deposits can be paid to:

Bank:
BSB:
Account number:
Account name:
Reference to use:

Sample Control Sheet for staff use with social bookings

Details of booking (completed and made available to weekend staff)		
A	Social club name	
B	Social club organiser – name	
C	Contact for social club organiser	Mob: Email:
D	Date of booking	
E	Number of players covered by booking	
F	Time slots allocated to booking	
G	Date booking confirmed by email	
H	Green fee per player approved by Manager for group	
J	Deposit received for booking	Amount: Date received:
K	Revenue expected from booking (number of booked players * green fee per player)	

Reconciliation sheet (* completed by weekend staff)		
L *	Number of players that turned up *	
M *	Green fees received from players that turned up *	
N	Add deposit paid (see item J above)	
P	Total received (add items M + N)	
Q	Is amount at item P > amount at item K?	yes / no
R	If the answer at item Q is “no”, then FGC keeps the whole deposit	No refund
S	Are there any other costs incurred by the social group such as damage to carts or FGC facilities?	If yes, estimate of cost will be deducted
T	If the answer at item Q is yes, then FGC will refund the social group the amount at item P minus the amount at item K and the amount at item S within 5 business days to the account nominated by the contact person	Refund to: Bank name: BSB: Account no:

Note: Once completed this form will be provided back to Social Clubs and filed at the FGC

Annex H: Club Surveillance Policy

Purpose

The purpose of this Policy is to clearly define the objectives, activities and management for surveillance at the Fairbairn Golf Club (FGC). Surveillance may be utilised to enhance workplace health and safety and/or security systems at the club. This Policy has been developed in accordance with the following Acts:

- Privacy Act 1998 (CoA),
- Workplace Privacy Act 2011(ACT), and
- Listening Devices Act 1992 (ACT).

Scope

Surveillance used at the club is optical surveillance outside the clubhouse and optical with audio inside the clubhouse.

Objectives

The objectives of the Club's surveillance system are to enhance the safety and security of FGC staff, members, visitors, and club property during and outside business hours. The surveillance records may be used to review and manage:

- Security incidents at the club or on the course.
- Behaviour around the clubhouse and the course.
- Capacity of the club's licenced areas.
- 1st tee and practice area management.
- Course use outside clubhouse opening hours.
- Pace of play on the course.

Club Surveillance

Notice and Consultation

The FGC Management will consult with workers in good faith about the surveillance installations and objectives. FGC is required under the Act to give written notice to workers at least 14 days prior to commencing to conduct surveillance. The notice has been provided to staff, signage has been installed at entrances to the club and clubhouse, and the By-Laws have been updated and all members advised of this update.

Characteristics

In line with the Acts the FGC surveillance system characteristics will be as follows:

- Surveillance signs will be displayed at entrances to the clubhouse and the course.
- Surveillance cameras in and around the clubhouse will be clearly visible.
- The remote camera used at times on the course is a wildlife camera so may not be as visible to all.
- The surveillance from the fixed cameras will be continuous and ongoing and accessible remotely via login passwords as required.
- The mobile camera will be intermittent based on any need to review specific activity on the course.
- Fixed surveillance will be recorded to a hard drive in the clubhouse.

- The mobile camera records to a memory card for detecting issues on the course.
- The surveillance system will not be used for performance management purposes.
- The surveillance system may be used to gather information that could be used in evidence of any health and safety incidents, staff harassment and/or unlawful activities.

Use and Disclosure of Surveillance Records

Live video feeds are available to the staff for monitoring course and clubhouse usage.

Permission to access recorded surveillance material is required from the Club Manager. Any use of this material by the Club Manager requires agreement with at least one Board member.

Disclosure of surveillance material is not treated lightly and will only be for the purposes outlined in this Policy. The surveillance records may be used to take adverse action against members, visitors and employees if required.