



FAIRBAIRN GOLF CLUB

(Incorporated)

Policy Manual

[Updated 31 March 2025]

These Policies are authorised by the Board as supporting documentation referenced in the Club's By-Laws in accordance with the constitution and can only be revised or repealed by the Board or by a General Meeting of club members.

These Policies are binding on all members of the Club, the staff and all persons entitled to use the premises or property of the Club.

Amendment Status

Date	Change Statement
31 Mar 25	<ul style="list-style-type: none"> • Inclusion of new policies for: <ul style="list-style-type: none"> ○ Social Media ○ Risk Management
27 Feb 25	<ul style="list-style-type: none"> • Inclusion of new policies for: <ul style="list-style-type: none"> ○ Delegation of Authority ○ Grievances and Complaints ○ Information Privacy ○ Managing Conflicts of Interest ○ Strategic Planning ○ Financial Delegations ○ Financial Reserves ○ Split of Responsibilities Between Manager and Treasurer ○ End of Month Processes ○ Banking ○ Budget Preparation & Review • Updated the Prize Policy to include Club Championship event prize tables. • Updated the Cart Storage Policy requiring insurance cover for private carts stored at the club.
12 Dec 24	Update to Course Booking Policy to include new 5-day members.
18 Sep 24	<ul style="list-style-type: none"> • Inclusion of new policies for: <ul style="list-style-type: none"> ○ Health & Safety ○ Equity, Diversity & Inclusion ○ Discrimination, Harassment & Bullying • Formatting the 9 previous policies into a consistent policy format. • Updating Table of Contents to include all new policies yet to be developed and inserting place markers in the manual. • Inclusion of a policy review cycle and identifying owners for each policy.
21 May 24	<ul style="list-style-type: none"> • Publication of the Policy Manual. These policies have all been extracted from the approved By-Laws for ease of management and access. No changes have been made to the wording of the approved policies in this extraction process other than to reference numbers. • Inclusion of the new Cart and Battery Storage Policy. • Update to the Extreme Conditions Policy with the Frost Policy info. • Minor changes to the Booking Policy – addressing the retention survey concerns.

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Policy Reviews

All Policies in this manual will be reviewed as outlined in the table below by the Policy Owners identified (or prior if required). Any proposed changes will be reviewed and approved by the Board before publication in this manual.

Policies		Policy Owner	Review Period			Last Reviewed / Changed
			Annual	3 Yearly	As Req'd	
Governance						
1	Health and Safety Policy	President	x			8 Aug 24
2	Discrimination, Harassment and Bullying Policy	President	x			8 Aug 24
3	Equality, Diversity and Inclusion Policy	President	x			8 Aug 24
4	Information Privacy Policy / Procedures	President			x	27 Feb 25
5	Conflict of Interest Management Policy / Procedures	President		x		27 Feb 25
6	Grievances and Complaints Policy Procedures	President	x			27 Feb 25
7	Risk Management Policy	President	x			31 Mar 25
8	Social Media Policy	President		x		27 Feb 25
9	Social Media Policy	President			x	31 Mar 25
Club Operations						
10	Club Surveillance Policy	President		x		10 Mar 23
11	Cart and Battery Storage Policy	Vice President			x	27 Feb 25
12	Delegation of Authority Policy	President	x			27 Feb 25
13	<i>Food Management Policy (under development)</i>	Vice President	x			
14	<i>Bar (or Club) Management Policy (under development)</i>	Vice President			x	
15	<i>Emergency Management Policy (under development)</i>	Vice President		x		
Golf Operations						
16	Motorised Cart Policy	Captain			x	2019
17	Extreme Conditions Policy	Captain			x	21 May 24
18	Pace of Play Policy	Captain			x	20 Mar 23
19	Prize Management Policy	Captain			x	27 Feb 25
20	Course Development Policy	Captain			x	1 Aug 20
21	Course Booking Policy	Captain			x	12 Dec 24
22	Social Group Booking Policy	Captain			x	16 Feb 22
Finance						
23	Financial Delegations Policy	Treasurer	x			27 Feb 25
24	Financial Reserve Policy	Treasurer		x		27 Feb 25
25	Banking Policy	Treasurer		x		27 Feb 25
26	Split of Responsibilities Between Manager and Treasurer	Treasurer		x		27 Feb 25
27	End of Month Processes Policy	Treasurer		x		27 Feb 25

Policies		Policy	Review Period			Last
28	Budget Preparation & Review Policy	Treasurer		x		27 Feb 25
29	<i>Purchasing and Acquittal Policy (under development)</i>	Treasurer		x		
30	<i>Stocktake Policy (under development)</i>	Treasurer	x			
31	<i>Cash Handling Policy (under development)</i>	Treasurer	x			
32	<i>Staff Training on finance related work tasks (under development)</i>	Treasurer	x			
33	<i>Maintenance of Asset Register (under development)</i>	Treasurer		x		
34	<i>End-of-financial-year Matters and Audit Policy (under development)</i>	Treasurer		x		
35	<i>Policy on reporting financial information to the Board (under development)</i>	Treasurer	x			
36	<i>Capital Equipment Management Policy (under development)</i>	Treasurer		x		
People						
37	<i>Staff Recruitment and Management (under development)</i>	Vice President			x	
38	<i>Staff Training (under development)</i>	Vice President	x			

GOVERNANCE

1. Health and Safety Policy	Approval Date:	18 Sep 24
	Review Date:	18 Sep 25
	Version No:	1

PURPOSE

To provide a safe and healthy sporting club environment for players, spectators, volunteers, coaches, staff and contractors. This policy encourages everyone to take a role in accident / incident prevention.

POLICY

Fairbairn Golf Club is committed to keeping all people associated with the Club safe, and to managing any accidents and /or incidents in a manner which minimizes harm to individuals and the organisation.

POLICY STATEMENTS:

- Fairbairn Golf Club will adhere to all safety related directives from its parent body and the Board.
- Everyone involved with the Fairbairn Golf Club is encouraged to contribute to accident prevention by reporting potential risks or dangers on sighting.
- The Fairbairn Golf Club will only use accredited coaches and Working with Children Checks are compulsory for all volunteers and staff who are likely to have unsupervised contact with minors.
- The Fairbairn Golf Club aims to have first aid equipment and adequately trained volunteers available for competition and training.
- In the case of an accident occurring where there are no trained personnel present, club representatives will act on the side of caution and will seek medical assistance or ambulance support.
- Fairbairn Golf Club will maintain a policy on the storage and maintenance of personal motorised golf carts.
- Fairbairn Golf Club officials will inspect playing surfaces regularly to determine player safety including the removal of any temporary hazards.
- Accidents, incidents and near misses occurring will be documented in an accident register including the actions undertaken by Club personnel. This register will be kept by the Club Manager and will be regularly viewed by the Board to inform risk management strategies required.
- Fairbairn Golf Club promotes fair play in accordance with the rules of the sport and adheres to the ACT Government Code of Conduct for Sport and Recreation.
- Fairbairn Golf Club adheres to the Smoke-Free Public Places Act 2003.

- Fairbairn Golf Club will regulate and promote responsible consumption of alcohol at the Club by adhering to our Liquor Licence rules and ensuring that only Responsible Serving of Alcohol (RSA) trained people operate the bar and on course drinks cart.
- Fairbairn Golf Club encourages all players to adopt a healthy approach to player welfare including hydration, SunSmart, and injury management practices.
- Fairbairn Golf Club will adhere to the Work Health and Safety Regulation 2011 regarding storage and use of on course chemicals and sprays.

PROCEDURES TO SUPPORT MEMBER SAFETY

- The Board reviews this policy statements regularly and amends / develops where necessary.
- The Board communicates the policy contents to members through newsletter or email, encouraging everyone to take a role in accident prevention.
- Collection of emergency contact details from members is encouraged and recorded with their registration information.
- Development of a record of first aid trained staff and representatives willing to support the Club and the team with which they are associated.
- Fairbairn Golf Club ensures all contractors on the course are responsible for adhering to club policies.
- Regular maintenance checks and dates on fire extinguishers and inform relevant authority if required.
- Ensure Responsible Serving of Alcohol Training is provided to all people intending to operate the bar or on course drinks cart.
- Replenish first aid kits regularly and replace any items out of date.
- Replenish sunscreen supplies and check use by date.
- First Aid and Defibrillator Training is to be offered to all staff members and first aid representatives.
- Emergency procedure checklist to be posted around clubhouse.
- Check Coaching Accreditation and Working with Children Check status of all coaches prior to employment.
- Maintain the accident register.
- Maintain MSDS for all chemicals used on the course.
- Provide appropriate protective equipment for the workplace tasks requiring it.

2. Discrimination, Harassment and Bullying Policy	Approval Date:	18 Sep 24
	Review Date:	18 Sep 25
	Version No:	1

PURPOSE

To ensure that all Board Members, Committee Members, players, coaches, staff, contractors, volunteers and visitors associated with Fairbairn Golf Club enjoy an environment free from discrimination, harassment and bullying of any kind including sexual harassment.

DEFINITIONS

Discrimination:

Discrimination occurs when a person or group is treated less favourably, based on a protected characteristic such as race, sex, age or disability. This discrimination can be either:

- Direct – a person or group is treated less favourably than a person or group in a similar situation because of a personal characteristic protected by law.
- Indirect – when an unreasonable requirement, condition or practice is imposed that on face value applies to everyone, however has, or is likely to have, the effect of disadvantaging people with a personal characteristic protected by law.

Harassment:

Harassment is unwelcome conduct or behaviour that is used to offend, humiliate or intimidate another person or group. A one-off incident can constitute harassment.

Bullying:

Bullying is repeated unreasonable behaviour directed towards a person or group that either:

- Creates a risk to health and/or safety. It includes both physical and psychological risks and abuse.
- Is unwelcome and uninvited.
- Victimises, humiliates, intimidates, threatens or demeans a person or group.

POLICY STATEMENT

Discrimination, harassment or bullying of any kind is not acceptable at Fairbairn Golf Club. Complaints related to any of these behaviours will be treated as serious and will be dealt with promptly, confidentially and impartially by the Board or chosen independent party. No person who lodges a complaint with respect to discrimination, harassment or bullying will be disadvantaged because they have made the complaint.

CLUB PROCEDURES

- Complaints relating to harassment will be dealt with as most serious and may require the involvement of an independent mediator, or the police in the case of a criminal offence.
- Internally, formal complaints should be received by the President (unless the complaint directly concerns the President) whereby it should be received by the Vice-President.
- The role of the President is to serve in an unbiased/impartial capacity to listen to the complaint, to offer support and procedural guidance, and to refer the matter to the Board when appropriate.
- On receiving a complaint, the President will decide whether:
 - they are the most appropriate person to receive and handle the complaint.
 - the nature and seriousness of the complaint warrants a formal resolution procedure.
 - the Board needs to be involved in the complaint process (noting privacy considerations).
 - to appoint a person to investigate (gather more information on) the complaint.
 - to refer the complaint to mediation (if required).
 - to refer the matter to the police or other appropriate authority (if required).
 - to implement any interim arrangements that will apply until the complaint process set out in these procedures is completed.
 - the complaint is serious enough to enact the disciplinary process set out in the Club's Constitution.
- Regardless of the process adopted, it will be based on the principles of justice where:
 - Both the complainant and the respondent must know the full details of the complaint against them and have the opportunity to respond.
 - Decision maker(s) must be unbiased, fair and just.
 - Penalties imposed must be fair.

3. Equality, Diversity and Inclusion Policy	Approval Date:	18 Sep 24
	Review Date:	18 Sep 25
	Version No:	1

PURPOSE

The purpose of this policy is to demonstrate Fairbairn Golf Club's commitment to, and value for, equality, diversity and inclusion across all levels of the organisation. The policy also articulates Fairbairn Golf Club's responsibility and commitment to supporting club members to be inclusive, value diversity, and be free of discrimination. It is Fairbairn Golf Clubs intention that all members are treated fairly and with respect, and that no one is denied access through discrimination.

DEFINITIONS

Equality:

- The state of being equal, especially in status, rights and opportunities.
- Every individual or group is given the same resources and opportunities regardless of their circumstances.
- Involves fair treatment for all employees, regardless of their backgrounds.

Diversity:

- This involves having individuals with varying backgrounds and perspectives, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability, religious or ethical values, national origin and political beliefs.

Inclusion:

- Creation of an environment where everyone feels welcomed, accepted, and respected.
- Fostering a sense of belonging and encouraging diverse perspectives to drive innovation and problem-solving.

POLICY STATEMENTS

- Fairbairn Golf Club is committed to, and values equality, diversity and inclusion at all levels of the organisation and will encourage and support all members to do likewise.
- Fairbairn Golf Club is committed to ensuring that all members and staff are treated fairly and with respect and that no one is denied access through discrimination.
- Fairbairn Golf Club is committed to equal opportunity for all people to participate in the sport and promotes equitable access for participation in Club activities.
- Fairbairn Golf Club does not tolerate discriminatory, aggressive or oppressive behaviour of any kind and will enforce disciplinary action in response to any behaviour deemed as such.

- Fairbairn Golf Club maintains policies to ensure equal opportunities and to eradicate discrimination, harassment, vilification, abuse and actions of intolerance.
- Fairbairn Golf Club will actively seek diversity in membership and staff recruitment. This includes the inclusion of women, men, people from culturally and linguistically diverse backgrounds, people with varying abilities and viewpoints.
- Fairbairn Golf Club is committed to taking positive action where inequalities exist in our sport and Club operations.

CLUB PROCEDURES

- Complaints relating to equality, diversity and inclusion should be received by the President (unless the complaint directly concerns the President) whereby it should be received by the Vice-President.
- The role of the President is to serve in an unbiased/impartial capacity to listen to the complaint, to offer support and procedural guidance, and to refer the matter to the Board when appropriate.
- On receiving a complaint, the President will decide whether:
 - they are the most appropriate person to receive and handle the complaint.
 - the nature and seriousness of the complaint warrants a formal resolution procedure.
 - the Board needs to be involved in the complaint process (noting privacy considerations).
 - to appoint a person to investigate (gather more information on) the complaint.
 - to refer the complaint to mediation (if required).
 - to refer the matter to the police or other appropriate authority (if required).
 - to implement any interim arrangements that will apply until the complaint process set out in these procedures is completed.
- Regardless of the process adopted, it will be based on the principles of justice where:
 - Both the complainant and the respondent must know the full details of the complaint against them and have the opportunity to respond.
 - Decision maker(s) must be unbiased, fair and just.
 - Penalties imposed must be fair.

4. Information Privacy Policy / Procedures	Approval Date:	27 Feb 25
	Review Date:	As required
	Version No:	1

PURPOSE

To ensure that all Club Officials who are responsible for handling personal and/or health information do so in a manner that protects every individual's right to privacy.

POLICY

The FGC Board are fully committed to protecting everyone's right to privacy. Club officials in collecting information will comply with all aspects of the applicable legislation.

It is the Club's responsibility to ensure that relevant Club officials are familiar with their obligations under the Acts and that the handling of both personal and health information is done so in accordance with the law.

In particular:

- Fairbairn Golf Club will only collect personal and health information that is required for its activities.
- Information will only be used for the purpose for which it was collected.
- If information is required for other purposes other than those for which it was collected, agreement will be sought beforehand.
- Information will only be accessed by Club Officials and Committee Members.
- Information will be securely stored.
- Information will be destroyed if it is no longer needed for any purposes.

CLUB PROCEDURES

Collection and Consent

- Information received on the Club's Membership/Registration form is provided solely for club membership records and the club's communication with members.
- Members can elect not to receive communications from the club by unsubscribing from newsletters.
- Information provided by members for a specific purpose e.g. pennants team contact details, are only to be used for this purpose.
- If there is a request for member data for an alternative reason, permission must be sought first e.g. an equipment supplier or sponsor wants to send out advertising material to club members.
- Where member photos are to be used publicly consent of the member is to be sought prior to any publication.
- Any use of minor's information is to be cleared with their parent or guardian prior to use.

- Where consent is not given to distribute information, the member's details must be stored securely and is best kept in a separate database to avoid error.

Storage and Access to Information

- Information will be stored centrally and managed by the Club Manager.
- The storage of this information will be secure with password protected computer information and a lockable filing cabinet for any hard copy information retained.
- The Club Manager will only provide member information to Board and Committee members if required and they should only receive the limited information about the people they need to.
- When information is not required for any purpose, it should be destroyed.

Working With Children/ Police Check Reports

This information can contain sensitive information and should only be handled by the Club Manager. Information provided in these reports is strictly confidential and will only be brought to the attention of the Board when the report content requires some action.

5. Conflict of Interest Management Policy / Procedures	Approval Date:	27 Feb 25
	Review Date:	27 Feb 28
	Version No:	1

PURPOSE

It is recognised that all members of the Board, Committees, staff, contractors and volunteers will have interests associated directly or indirectly with the functions of the organisation. It is possible that conflicts of interest may arise for any of these individuals.

This policy and procedure guides how conflicts of interest are brought to the attention of the organisation and how the conflict can be managed.

POLICY STATEMENTS

- All Board members, Committee members, and the Club Manager must notify the President or Vice President of any perceived, real or potential conflict of interest as soon as it is recognised. They will decide the appropriate action regarding the reported conflict.
- If the conflict relates to the Chairperson, a Temporary Chair needs to be assigned by the Board to manage it.
- In the case of contractors, staff and volunteers, any conflict of interest must be reported to the Club Manager.
- Everyone is to be informed about and agree on the importance of avoiding conflict of interest.
- Policies and procedures e.g. appointments, selection and contracting should be adhered to without exception.
- Everyone is responsible for ensuring that any changes to existing conflicts of interest are noted on the Conflict of Interest Register.

SCOPE

This policy applies to all members of the Board, Club Committees, the Club Manager, Club Contractors, all staff and volunteers as well as any person acting on behalf of Fairbairn Golf Club.

DEFINITION

A conflict of interest is any real, perceived or potential instances where a person, group or organisation could benefit from a decision or access to information. The benefit may be financial or non-financial.

PROCEDURES

Any Board member will declare their conflict of interest on any Board discussion items in advance and this will be noted in the minutes, along with the actions taken to manage the conflict.

The Club Manager will manage a Conflict of Interest Register which will be made available to the Board as requested.

Actions resulting from the declaration of a conflict of interest may include but not be limited to one or a combination of the following:

- Recording the nature of the conflict of interest including any actions or decisions.
- The person who has declared the conflict to not participate in particular decisions.
- The person who has declared the conflict of interest not to be present for particular discussions.
- The person who has declared the conflict of interest not to participate in a series of meetings.
- Where the conflict of interest has a significant impact on the reputation of the club, or the capability of the person to function in their role, they may be asked to stand down from a particular Board, committee, sub-committee or role or suspend their role until such time as the conflict of interest is no longer an issue.
- Where a person fails to declare a conflict of interest, they may be subject to disciplinary or legal action.

DOCUMENTATION

- Any Conflict of Interest for a Board member will be recorded in the Boards Minutes.
- The Club Manager will maintain a Conflict of Interest Register for all other instances.

6. Grievances and Complaints Policy Procedures	Approval Date:	27 Feb 25
	Review Date:	27 Feb 26
	Version No:	1

PURPOSE

To ensure that grievances or complaints raised by members (including members of the Board and Committees), staff, volunteers, stakeholders or community members are dealt with in a prompt and equitable manner.

POLICY

It is recognised that people associated with the Club will from time to time have grievances or complaints that need to be resolved in the interest of maintaining good relationships. The Fairbairn Golf Club Board believes that:

- People have the right to have their grievances receive careful consideration through established processes that are timely and based on fairness and respect.
- Complaints will always be considered fairly; however, the overall best interests of the club and its membership will always be a consideration in any resolution.
- The best resolution is one that is reached cooperatively and informally where possible prior to a formal complaint being lodged in writing.
- A person making a complaint or airing a grievance will not be disadvantaged in anyway as a direct result.
- Where a formal complaint is received by the Board it will be considered in a timely and confidential manner and documented together with the steps towards resolution.

PROCEDURES

Steps to Making a Complaint / Achieving Resolution

- Speak to the person causing the problem and inform them of the behaviour, decision or action that the complaint or grievance refers to. Discuss possible solutions.
- Speak to the Club Manager or a Board member for advice on possible solutions and/or intervention.
- Resolve the issue in the best interest of all parties.
- Make a formal complaint in writing to the Board.
- Seek independent arbitration if a suitable resolution cannot be reached.

Seeking Resolution

Where issues cannot be resolved informally, a complaints process will be adopted based on the principles of open discussion, confidentiality, fairness and respect, and timeliness.

Formal Complaint Procedure

A person who chooses to make their grievance or complaint formal must do so in writing to the Board.

- Once a formal complaint is received it will be referred to the President (unless the complaint directly concerns the President) for discussion and recording.
- Contact will be made with the complainant within 7 days of the receipt of the complaint.
- If another party is involved, they will be fully informed of the full details of what is being said and a meeting will be established between the parties with a selected mediator.
- If the grievance is substantiated and unresolved the matter will be referred to the next Board Meeting or if deemed more urgent, a Special Meeting will be called. This may also involve the parties concerned.
- The complainant and respondent will be informed of a decision in writing.
- If this does not result in a suitable resolution, or there is dissatisfaction with the handling of the complaint, the matter can be referred to another nominated independent person.
- If the grievance remains unresolved, the matter should be referred to the relevant body / Commission dependent on the nature of the complaint.
- The complainant may seek the assistance of an agent throughout this process.

Note: All parties involved in a grievance/complaint shall be responsible for their own costs in the conduct of the grievance process, including a share of external mediation costs if used.

7. Risk Management Policy	Approval Date:	31 Mar 25
	Review Date:	31 Mar 26
	Version No:	1

PURPOSE

This policy sets out the key elements of the Fairbairn Golf Club's risk management process outlining the main principles behind the risk management framework.

It communicates FGC's structured approach to managing risk and establishes a common terminology across the organization, ensuring that the FGC uses risk management systematically to inform decision-making.

PRINCIPLES AND COMMITMENT TO RISK MANAGEMENT

- Risk management is everyone's responsibility.
- FGC is committed to the management of risks as an integral part of its strategy formulation and implementation. The management of risks shall be integrated into FGC's planning and operational processes.
- FGC shall focus on risk management strategies that explore and maximize opportunities in addition to minimize threats that the organization may encounter as it pursues its vision and mission in implementing its strategic plans and operational activities.
- FGC will manage risk in an effective and efficient manner as a fundamental component of its operations to achieve outcomes.
- The FGC Board is committed to identifying and analysing risks associated with activities and operations with the objective of maintaining a safe workplace, minimizing losses, maximizing opportunities, and developing appropriate risk treatment options for informed decision-making.

Risk Management Framework

Introduction

Objectives

A risk management review has been carried out with the board of the Fairbairn Golf Club to:

- Summarise the major risks facing the Fairbairn Golf Club;
- Rate and document these risks;
- Discuss and document, where appropriate the controls and procedures in place to manage these risks; and
- Develop a risk management control procedure for the club.

Review Process

A five step process was adopted to undertake the review:

- Step 1 – Establish the context
- Step 2 – Identify the risks
- Step 3 – Analyse the risks
- Step 4 – Evaluate the risks
- Step 5 – Treat the risks

Review Outcomes

A total of six risks were identified. All risks were individually ranked as either catastrophic, major, moderate or minor having regards to:

- the impact of an event type;
- the likelihood or frequency of such an event type occurring; and
- the effectiveness of the risk mitigation strategies and controls currently in place to manage such a risk event.

It is important to note that some risks may typically be catastrophic or major and may not be capable of being managed to relatively low levels. Nevertheless, it is important that such risks are well understood and monitored. Exposure to such risks then becomes calculated and consistent with a clearly articulated risk acceptance.

Risk Identification

The following table summarises the risks that were identified by Fairbairn Golf Club after taking into account the board's evaluation of the effectiveness of the context in managing each risk.

Detailed risk records in Appendix A contain information on all risks identified, including the effectiveness of the controls currently in place to manage those risks.

Risk	Risk ID	Impact	Likelihood	Risk Rating
Significant loss of revenue	FGC01	Major	Unlikely	Major
Lack of adequate insurances	FGC02	Moderate	Possible	Major
Failure of Health & Safety practices	FGC03	Moderate	Unlikely	Medium
Failure of Board/Committee to execute its responsibilities	FGC04	Minor	Unlikely	Minor
Failure to provide a club in demand	FGC05	Moderate	Possible	Major
Records Management	FGC06	Minor	Possible	Medium

Risk Priority

The diagram below depicts the risk priority (impact v likelihood) of each risk.

	5 Catastrophic	4 Major	3 Moderate	2 Minor	1 Negligible
5 Almost Certain					
4 Likely					
3 Possible		FGC05	FGC02	FGC06	
2 Unlikely		FGC01	FGC03	FGC04	
1 Rare					

Extreme	Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention
Major	Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation
Medium	Medium risks that are likely to arise or have serious consequences requiring attention
Minor	Minor risks and low consequences that may be managed by routine procedures

Current Control Effectiveness

The current controls in place were reviewed and their effectiveness assessed as follows:

Risk	Risk ID	Assessed Control Effectiveness
<i>Significant loss of revenue</i>	FGC01	Satisfactory
<i>Lack of adequate insurances</i>	FGC02	Satisfactory
<i>Failure of Health & Safety practices</i>	FGC03	Partially effective
<i>Failure of Board/Committee to execute its responsibilities</i>	FGC04	Satisfactory
<i>Failure to provide a club in demand</i>	FGC05	Satisfactory
<i>Records Management</i>	FGC06	Partially effective

Actions to improve the effectiveness of these controls are identified in the Appendix B – Action Plans.

Summary

This review represents an assessment of risk at a point in time. Fairbairn Golf Club must conduct its activities in a changing environment due to the dynamics of both the strategic and organisational environments.

The risk profile enables the board, committees and staff (if applicable) to make conscious decisions about risk. The options available to the board after a risk profile has been completed are:

- accept the level of risk as being acceptable considering the risk/control philosophy of the club, the adequacy of the current control environment and the cost of strengthening the control environment;
- terminate the activity;
- transfer the risk associated to the activity (usually through outsourcing or insurance); or
- reduce the potential consequences or likelihood by modifying/strengthening the control environment.

The value of this exercise is in the action plans and reporting put in place to ensure that control effectiveness is improved over an agreed period.

Action plans and timetable agreed during this review are noted in Appendix B. The board should update the implementation of action plans during the year and implement a similar review in the future to support their strategic planning process and assess the degree of change in the club's risk position.

Appendix A – Detailed Risk Records

SIGNIFICANT LOSS OF REVENUE		Risk ID: FGC01
Potential Causes: Funding <ul style="list-style-type: none"> • Failure to retain existing members. • Failure to attract new members. • Clubhouse or cart shed destroyed. • Increasing competition. • Failure to attract green fee players. • Significant environmental event. 	Potential Consequences: Funding <ul style="list-style-type: none"> • Cut back on expenditure. • Reduction in member services. • Unsustainable financial performance. • Insolvent trading. • 5-10 yr Masterplan on hold. • Use of financial reserve. 	
Control Environment Overview		
Current Internal Environment Considerations		
Positives: Funding <ul style="list-style-type: none"> • Stable financial position. • Monthly review by board of financial performance including cash flow, balance sheet and budget comparison. • Monthly review of membership numbers. • Disaster recovery plan pertaining to destroyed clubhouse. • Annual independent financial audit. • Comprehensive annual budgeting process. • Financial reserve. • Club offerings and improvements. 	Negatives: Funding <ul style="list-style-type: none"> • Increasing local-market competition. • Declining membership. • Rising member expectations. 	
Control Effectiveness Assessment: Satisfactory		
Impact: Major	Likelihood: Unlikely	Risk Rating: Major

LACK OF ADEQUATE INSURANCES		Risk ID: FGC02
Potential Causes: <ul style="list-style-type: none">• Reduced insurances due to premium costs.• Poor advice from brokers leading to inadequate insurance.• Increasing propensity for legal action.• False disclosures in policies.• Lack of insurance review process.• Insurance cover reductions.	Potential Consequences: <ul style="list-style-type: none">• Large legal costs and possible fines.• Financial loss.	
Control Environment Overview		
Current Internal Environment Considerations		
Positives: <ul style="list-style-type: none">• Broker has widespread industry experience.• Benchmarking with other clubs as to insurance costs.• Insurances reviewed annually in conjunction with broker.• Strong financial management policies and procedures.	Negatives: <ul style="list-style-type: none">• Changing operating environment in regard to legal action.• Changing operating environment in regard to WHS and environmental concerns.• Changing operating environment in regard to governance.	
Control Effectiveness Assessment: Satisfactory		
Impact: Moderate	Likelihood: Possible	Risk Rating: Major

FAILURE OF WORK HEALTH SAFETY PRACTICES		Risk ID: FGC03
Potential Causes: <ul style="list-style-type: none"> • A lack of WHS procedures for all potential risks – particularly in the area of; equipment, tools & machinery, food preparation and service, safe consumption of alcohol, chemical storage and application, hygiene, safety on the golf course regarding safe playing/working habits and vegetation management. • Lack of staff, volunteer & member education & consultation as to dangers and existing procedures. • Lack of staff & volunteer induction and education. • Lack of spot checks and monitoring. • Lack of near miss reporting to highlight emerging risk areas. 		Potential Consequences: <ul style="list-style-type: none"> • Fatality or illness. • Legal action. • Higher insurance premiums. • Financial exposure.
Control Environment Overview		
Current Internal Environment Considerations		
Positives: <ul style="list-style-type: none"> • Comprehensive insurances. • Food safety certification. • RSAs for all staff. • Training for staff in food safety, responsible serving of alcohol and first aid. • Annual Defence facilities audit. • Approved chemical store & treatment area. • Contractor responsibility for training their staff (and any volunteers) in chemical storage/usage and safe operating procedures for dangerous machinery and equipment. 		Negatives: <ul style="list-style-type: none"> • Expensive compliance costs. • Limited staffing resources. • Increasing propensity towards legal action. • No approved policies and procedures. • No Food Safety Plan. • No current board/committee review and monitoring process. • No regular independent audit system in place.
Control Effectiveness Assessment: Partially effective		
Impact: Moderate	Likelihood: Unlikely	Risk Rating: Medium

FAILURE OF BOARD AND CLUB MANAGEMENT TO EXECUTE ITS RESPONSIBILITIES		Risk ID: FGC04
Potential Causes: <ul style="list-style-type: none"> • Inappropriate skill sets amongst Board and Club Management. • Lack of awareness of legal responsibilities. • Failure to source independent expert advice when necessary. • No club code of conduct. • Lack of training for Board and staff. • Lack of documented operating processes. • Continuity for Board members and Club Management. • Lack of handover processes. • No focused plans and budgets for significant projects. 		Potential Consequences: <ul style="list-style-type: none"> • Legal action. • Financial mismanagement. • Fraud. • Loss of member confidence. • Insolvent trading.
Control Environment Overview		
Current Internal Environment Considerations		
Positives: <ul style="list-style-type: none"> • Diversified skill set amongst Board members. • Annual independent audit. • Code of conduct in place. • Regular meetings of Board and Committees. • Officers Liability Insurance. • Project planning for significant projects. • Handover Board process developed for use. 		Negatives: <ul style="list-style-type: none"> • Voluntary Board/Committee positions. • Single permanent club employee. • Increasingly regulated environment. • Increasingly difficult to attract qualified board and committee members.
Control Effectiveness Assessment: Satisfactory		
Impact: Minor	Likelihood: Unlikely	Risk Rating: Minor

FAILURE TO PROVIDE AN ATTRACTIVE CLUB, COURSE OR FACILITIES		Risk ID: FGC05
Potential Causes: <ul style="list-style-type: none"> • Poor financial management. • Sub-standard golf course and facilities. • Increasing membership fees. • Lack of flexibility in membership. • Declining market participation. • Lack of offerings for members and social players. 		Potential Consequences: <ul style="list-style-type: none"> • Unsustainable financial performance. • Uncertain future. • Insolvent trading.
Control Environment Overview		
Current Internal Environment Considerations		
Positives: <ul style="list-style-type: none"> • Stable financial position. • Engaged and informed members. • Regular communication with members via newsletters, emails and website. • Active golf calendar. • Competitive price structure. • Regular review of membership categories. • Booking policy. • 5-10 yr Masterplan. 		Negatives: <ul style="list-style-type: none"> • Club not welcoming to new players. • Competition program too busy. • Lack of available tee times for both members and green fee players.
Control Effectiveness Assessment: Satisfactory		
Impact: Major	Likelihood: Possible	Risk Rating: Major

FAILURE OF RECORDS MANGEMENT		Risk ID: FGC06
Potential Causes: <ul style="list-style-type: none"> Documents generated and stored on personal computers. Board and Committee members working remotely. Lack of remote access. Inadequate file structures to store documents. Emails have important documents attached that do not get stored on club resources. Access to club computers limited. No ownership of or responsibility for IT system management. No handover for new Board and Committee members. 		Potential Consequences: <ul style="list-style-type: none"> Significant rework occurs due to lack of access to previous documents. Exposure of club to audit requirements. No audit trail on the club's systems for documents. New Board/Committee members don't have access to historical documents. Lack of transparency.
Control Environment Overview		
Current Internal Environment Considerations		
Positives: <ul style="list-style-type: none"> ACE IT Services contract for IT support. Board members have been in place for some time and have access to the previous documents on their own computers. 		Negatives: <ul style="list-style-type: none"> Difficult to find any previous documents on the club's system. No ownership of, or responsibility for, IT system management. File structures and locations over to the individual if they use the club's systems. No direction on generating and storing documents. Emailing of documents for review and approval do not have the attachments stored on the club's system.
Control Effectiveness Assessment: Partially effective		
Impact: Minor	Likelihood: Possible	Risk Rating: Medium

Appendix B – Action Plans and Timetable

Risk ID	Risk	Action Plans	Responsibility	Due Date
FGC01	Significant loss of revenue	• Maintain the status quo re financial review and reporting.	Treasurer	On-going
		• Expenditure within approved budgets.	All	On-going
FGC02	Lack of adequate insurances	• Annual review of all insurances required and that these are in place.	Treasurer	30 June (annual)
FGC03	Failure of Health & Safety practices	• Annual staff training in food handling, responsible service of alcohol and first aid.	Club Manager	30 June (annual)
		• Ensure RSAs and Food Handling certificates are current.	Club Manager	On-going
		• Contractor responsibilities for WHS defined in contract.	Treasurer	30 June 25
FGC04	Failure of Board and Club Management to execute its responsibilities	• Calander of events documented.	Secretary	30 June 25
		• Regular staff training sessions.	Club Manager	On-going
		• Board liability insurance in place.	Treasurer	30 June (annual)
		• Club operating process manual available for all staff.	Club Manager	30 April 25
		• Hire another permanent employee (GOM or Asst Mgr).	Club Manager	ASAP
		• Regular reporting on MasterPlan progress.	Captain	On-going
FGC06	Failure of Records Management	• Have an independent IT audit carried out to identify the issues and propose solutions. This may include: <ul style="list-style-type: none"> ○ Setting up an IT environment for the club that is accessible remotely for Board members to access and store relevant documents. ○ Setting up an appropriate directory structure/security for the storage and searching of club documents. 	Club Manager	30 April 25
		• Transition all relevant current documents into this new structure.	Club Manager	30 May 25
		• Copy club files from personal storage to the club's IT environment.	All	30 May 25
		• Board members and Manager to continue saving relevant documents to the shared drive.	All	On-going

8. Social Media Policy	Approval Date:	31 Mar 25
	Review Date:	As required
	Version No:	1

INTRODUCTION

Fairbairn Golf Club (FGC) is committed to enhancing our communication with members and potential members through social media with a view to increasing awareness of the clubs' brand, services, facilities and to facilitate positive communication.

For this policy, social media is any type of interactive online media that allows parties to communicate with each other or to share data in a public forum. Social media also covers blogs, social forums, video and image sharing websites and messaging platforms.

POLICY

FGC recognises that some members will make use of social networking in their own time, using their own equipment. Whilst there is no intention to restrict any proper and sensible exercise of the individual's rights and freedoms, it is expected that all members will take personal responsibility and conduct themselves in such a way as to avoid bringing FGC into disrepute or compromising its effectiveness.

This policy has been prepared to protect the privacy, confidentiality and interests of FGC.

This policy only applies to club related issues and is not meant to infringe upon an individual's personal interaction or commentary online. However, all members and staff are asked to respect the privacy, confidentiality and propriety of FGC and those working on their behalf and not post anything that might be considered to breach this. Members should take care when discussing information relating to FGC affairs as discussions can sometimes be misinterpreted.

USE OF OFFICIAL ACCOUNTS

An official account on any social media website may only be set-up with written consent from the FGC's Board. Only authorised members may use these accounts to post online and access to the account should be strictly limited. All information published on the internet must comply with FGC confidentiality and data protection policies.

The Do's

- Use an appropriate and professional tone.
- Be respectful to all parties.
- Ensure you have permission to 'share' other people materials and acknowledge the author.
- Think before responding to comments and, when in doubt, get a second opinion.

The Don'ts

- Don't make comments, post content or link to materials that will bring the club into disrepute.
- Don't publish confidential or commercially sensitive material.
- Don't breach copyright, data protection or other relevant legislation.
- Don't link to, embed or add potentially inappropriate content.

- Don't post derogatory, defamatory, offensive, harassing or discriminatory content.
- Don't use social media to air internal grievances.

When associating yourself with FGC's social media sites, you are expected to contact the club immediately if there is any information that may be perceived as defamatory or contentious to the club. If in doubt contact the Club Manager for advice.

The club maintains the right to monitor club related social networks and reserves the right to remove any information does not comply with the above conditions of use.

OFFICAL CLUB RELATED CONTENT

Members must not use any FGC logo or other copyright material that infers official endorsement of a photograph, article, document or opinion.

CONDITIONS OF SOCIAL MEDIA USE

We encourage members to follow our social media sites and share club related content within their own personal social networks. Members may like to comment or express their personal thoughts on updates or posts on all Social media sites but are asked to adhere to the following conditions of use.

When associating yourself with FGC's social media sites you may not:

- Post photos that may compromise the professionalism and reputation of the club.
- Use hostile or defamatory language.
- Disclose private or confidential information about the club, it's members, guests, suppliers or employees.
- Pass judgement on other golf clubs or associations.
- Make any comments about the Club's employees or members that could constitute unlawful discrimination, harassment or bullying contrary to the club's Discrimination, Harassment and Bullying Policy.
- Make any comments about the Club's employees or members contrary to the club's commitment to, and value for, equality, diversity and inclusion across all levels of the organisation contrary to the club's Equality, Diversity and Inclusion Policy.
- When a member discloses that they are attached to the FGC they must ensure that views expressed are theirs alone and do not represent the views of the club.
- Use the medium as a formal correspondence to the Management. Note: Inappropriate correspondence will be removed, and Management will not reply using social media.

Please show respect to the online community and members as you would if you were in the same room, conducting yourself in a professional manner and respecting the views and opinions of others.

DISCIPLINARY ACTION

If the Board receives a written complaint that any member is using a social media site in an inappropriate manner, to the detriment of the club or another member, the Disciplinary Policy will be followed.

BOARD MEMBER'S RESPONSIBILITIES

All Board members have a duty to implement this policy and act if they become aware of any breach of this policy and should explain the club's policy on the use of social media and networking sites and take steps to promote awareness of this policy.

9. Strategic Planning Policy	Approval Date:	27 Feb 25
	Review Date:	27 Feb 28
	Version No:	1

PURPOSE

This policy outlines the Strategic Planning process for the Fairbairn Golf Club. Strategic planning combines the club's long-term vision with its short-term activities by setting a direction for the business. It prioritises efforts and resource allocations and aligns the Board, Committees and members on the club's goals. A Strategic Plan will proactively allow the club to identify, prioritise and execute a long-term view for the club.

Strategic planning is the cornerstone of any business. It serves as a tool that makes the workings of the business transparent to members and brings them on the same page.

POLICY STATEMENTS

The Fairbairn Golf Club will establish an ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals, strategies, initiatives, and programs.

The Strategic Plan will provide direction for both long and short-term decision-making by the Board and Club Management to fulfill the mission of the organization and make informed choices among competing demands for capital investment, course development, club facilities, and human resources.

STRATEGIC PLANNING PROCESS FRAMEWORK

The strategic planning process will incorporate the following components:

- Mission statement.
- Values statement.
- Long term vision statement.
- Critical assumptions about the future.
- A written Board-approved Strategic Plan that includes:
 - Long-term vision statement (time horizon – 5 years plus)
 - Major initiatives (time horizon- 2-3 years)
 - Ongoing initiatives
 - Annual plan (time horizon – 1 year)
- Active engagement in the process throughout the organization.

PLANNING CYCLE

1. **Long-term visioning.** The Board will determine if the need exists to engage in a strategic visioning process with long time horizon, such as five, ten or twenty years, in order to make decisions about organizational direction, major capital investments, master facility plans, program commitments, or corporate structure. The resulting long-term vision will create an overarching strategic context for ongoing strategic planning.

2. **Rolling, multi-year strategic plan.** The Board will engage in a rolling strategic planning process, so the organization's strategic initiatives and goals are always as current as possible, reflecting contemporary conditions.
3. **Calendar.** The club's fiscal and planning year is the financial year. The strategic plan will drive the financial plan.
4. **Two-year plan.** Every two years the Board will review the club's long-term vision and re-examine the strategic plan and adjust as necessary to major initiatives and goals.
5. **Annual plan.** Every year, the organization will adopt annual performance goals and adjust the plan based on changing conditions. The annual planning cycle will be:
 - Board strategy review – February - March
 - Board approval of Strategic Plan Update – April
 - Annual budgeting process begins - May
 - Board approval of annual budget - June
6. **Continuous monitoring.** The Board will monitor changes in the critical assumptions underpinning the strategic plan as well as the organization's actual performance in achieving its strategic goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.
7. **Integrated planning.** The strategic plan is an overarching document that should drive related organizational plans for such areas as service improvement, capital financing, information systems, facilities planning, Board and staff education, and human resource requirements.
8. **Communications.** The Board will be responsible for communicating the strategic plan to key stakeholders and enrolling them in achieving the goals of the plan.

ROLE OF THE BOARD

The Board will play an active role in the strategic planning process while ensuring it does not usurp club management's responsibilities. The Board will:

- Adopt a policy committing the organization to a mission-driven strategic planning process that includes broad inclusion of organizational leadership to create and carry out the plan.
- Adopt a compelling long-term vision statement for the organization.
- Formally approve multi-year and annual strategic plans.
- Adopt an annual plan for Board and Committee work that focuses on strategic priorities of the organization.
- Allot time on every board meeting agenda for discussion of strategic-level issues. Focus on the critical strategic issues facing the club and avoid routine operational matters.
- Monitor progress toward achieving strategic goals and require corrective actions and adjustments as necessary to changing conditions.
- Participate in at least an annual strategic planning activity.

ROLE OF CLUB MANAGEMENT AND THE CLUB'S COMMITTEES

- Engage the board to fully utilize its experience, expertise and knowledge of community and stakeholder needs.
- Bring objective analysis and recommendations to the board for deliberation and decision making.
- Structure presentations to the board on strategic topics to allow sufficient time for questions and board feedback/guidance.
- Review progress on implementation of the strategic plan regularly.

CLUB OPERATIONS

10. Club Surveillance Policy	Approval Date:	10 Mar 23
	Review Date:	10 Mar 26
	Version No:	1

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).

POLICY

- Surveillance equipment at the club is primarily for:
 - Ensuring safety of the club's staff members
 - Incident recording for investigations
 - Course management
- Surveillance equipment at the club will not be used without due cause.

PROCEDURES

Surveillance used at the club is optical and audio surveillance.

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.

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.

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.

- Surveillance footage 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.

11. Cart and Battery Storage Policy	Approval Date:	27 Feb 25
	Review Date:	As Required
	Version No:	2

BACKGROUND

In late 2023 Golf NSW advised its affiliated members of issues around the storage of carts and motorised buggies. In particular, that insurers were re-evaluating risks associated with these devices following a string of fires at golf clubs, both in Australia and overseas, caused by inappropriate storage and charging practices. Without appropriate measures in place, insurers were either refusing to insure clubs or raising premiums significantly.

In previous discussions with members there was general acceptance of the need for a policy and to make it pragmatic and as “light touch” as possible. The comments of those members were taken into consideration when drafting this policy.

POLICY COMPONENTS

1. The charging of lithium based batteries for carts and/or motorised buggies at FGC is prohibited (be they lithium cobalt oxide, lithium iron phosphate, lithium manganese oxide or some other combination containing lithium).
2. No lithium based batteries for carts and/or motorised buggies are to be stored at FGC.
3. Lead-acid battery powered carts may continue to be charged while in storage at FGC, but the charging equipment used must have a safety cut out mechanism and be tested and tagged by an authorised person at least once every financial year.
4. No spare batteries, fuel or other flammable items may be stored in the storage units other than those that are contained internally in the cart (ie no jerry cans of fuel, no spare batteries in the unit, no engine oil, etc).
5. All fuelling of petrol powered carts must be done at least 20 metres away from all of the storage sheds, other permanent structures and parked vehicles.
6. Members with a private cart stored at FGC must enter into a written agreement with FGC as per Attachment 1 to this policy.
7. All private carts are to have an annual serviceability check. The Owner is to provide the Manager with a signed declaration that the check has been done and that the cart is in proper, safe working order. The minimum list of items to be checked and reported on is included in the agreement listed in point 6 above.
8. All private carts stored at the FGC are to have personal cart insurance, including public liability cover, in place at all times. This may be through the individual’s insurance arrangements or through the club.
9. If a member fails to comply with the requirements of this policy, he/she is to be given written notice from the Manager and given 30 days to rectify any shortcoming. If the shortcoming is not rectified within 30 days then the Member is considered to be in breach of the Agreement and the Agreement is terminated with immediate effect. The Member must remove the cart from the storage area within 48 hours. There will be no refund of the storage fee in the event of termination due to breach.

Attachment 1: Cart Storage Agreement

1. Agreement

This Agreement is made between Fairbairn Golf Club (ABN 68 452 663 560) (FGC) and the Member named at the bottom of the Agreement.

2. Period

This Agreement is made for the 2024-25 Financial Year and only for that year. A new Agreement must be signed for any subsequent period.

3. Storage Items

This Agreement covers the storage of the following items.

1. Electric Golf Cart/Ride On powered by lead-acid batteries only
2. Petrol Golf Cart/Ride On

4. Fees

The 2024-25 annual fees payable for storage are as follows:

Item	Electric Cart/Ride On	Petrol Cart/Ride On
Storage	\$320	\$195

Cart insurance fees will be included on top of this storage fee where this insurance is arranged through the club's policy. The annual fees payable for insurance are dependent on the cart type, the insured value as well as the insurance provider.

Fees for personal cart storage will be reviewed annually taking into account the costs to the club, the type of cart, cart insurance and compliance with this policy.

5. Storage Specific Conditions

The following conditions apply based on the storage required.

5.1 Electric Golf Cart/Ride On powered by lead-acid batteries

- a. The Member must have an annual serviceability check done on the cart. The check must cover at least the items listed in the Appendix to this Agreement.
- b. The Member may choose who undertakes the serviceability check and is responsible for all costs associated with the check being done.
- c. The Member must provide a written attestation to the FGC Manager that check has been carried out, when it was done, by whom, and the results of the check. If any items were found to require remediation, the Member's attestation must include details of the repairs undertaken and that the cart is fully serviceable again. The written attestation must be provided to the FGC Manager within 14 days of the check being carried out. The form at Appendix A may be completed and used for this purpose.
- d. Making a false attestation about the serviceability check is grounds for FGC terminating the Agreement with immediate effect.
- e. The charger used to charge the cart must include a safety cut out switch and be tested and tagged by a qualified person every year.

- i. The Member may choose who undertakes the testing and tagging and is responsible for any costs.
- ii. The Member may ask FGC to include testing and tagging of his/her charging equipment as part of FGC's annual program for testing and tagging all of FGC's electrical equipment. If FGC has capacity to do so, it will advise the Member of the date and time for the check and any fee applicable.
- iii. Should the charger not pass the inspection:
 - (a) It must not be plugged in or used until it is repaired or replaced, passed the test and carries a testing tag.
 - (b) All repair or replacement costs are the responsibility of the Member.
- f. No batteries, other than the batteries permanently installed in the cart, are to be charged or stored onsite under any circumstance.

5.2 Petrol Golf Cart/Ride On

- a. The Member must have an annual serviceability check done on the cart. The check must cover at least the items listed in the Appendix to this Agreement.
- b. The Member may choose who undertakes the serviceability check and is responsible for all costs associated with the check being done.
- c. The Member must provide a written attestation to the FGC Manager that check has been carried out, when it was done, by whom, and the results of the check. If any items were found to require remediation, the Member's attestation must include details of the repairs undertaken and that the cart is fully serviceable again. The written attestation must be provided to the FGC Manager within 14 days of the check being carried out. The form at Appendix A may be completed and used for this purpose.
- d. Making a false attestation about the serviceability check is grounds for FGC terminating the Agreement with immediate effect.
- e. Fuel, except for the fuel in the tank of the golf cart, is not to be stored on-site under any circumstance for any period of time.
- f. Refuelling is not to take place inside the storage area under any circumstance and must only take place at least 20 metres from all permanent structures and parked vehicles.
- g. No flammable materials or spare batteries are to be charged or stored onsite under any circumstance.

6. General Conditions and Acknowledgements

- a. No insurance cover is provided by the club for a Member's own equipment. It is the sole responsibility of the Member to insure their equipment against all perils. FGC does not accept any liability for loss or damage to your equipment while using the storage facility, or loss or damage that your equipment may cause to other Members' equipment. By signing this Agreement, the Member agrees to indemnify FGC from any and all potential claims that may be made against it arising from an event caused by the Member's equipment.
- b. FGC requires that a Member obtains their own public liability cover with their cart insurance. This may be arranged through the club and charged back to the member or arranged by the individual separately and proof of insurance provided to the club. An application for insurance through the club is at Appendix B. Note: FGC holds public liability cover and cover for its own equipment and infrastructure.

- c. The Member acknowledges that he/she understands the risk he/she is exposed to in the event that the Member's equipment causes damage to the storage facility or other Members' equipment.
- d. The storage space allocated is to be used only for the storage of the golf cart and any golf related equipment and is to be maintained in a tidy condition by the member.
- e. FGC retains the ongoing rights to the storage area. The Member may not on-sell or sub-lease their allocated space to another person.
- f. FGC retains the right to make random checks of any and all equipment stored in the storage area. This includes, without limitation, the right to check that carts remain serviceable and all storage and refuelling requirements continue to be met.
- g. If a Member is found to be in breach of this Agreement, he/she will be given 30 days to remedy the breach. If, after 30 days, the breach has not been remedied then the Agreement may be terminated by FGC with immediate effect.

7. Agreement

The Board has approved this agreement for the 2024-25 Financial Year and is provided to Members opting into the service without alteration.

The Member below agrees to the terms and conditions in this agreement.

Name _____

Equipment ☐ Electric Golf Cart/Ride On ☐ Petrol Golf Cart/Ride On

Fee Payable \$_____ Storage Bay Location: _____

Signed: _____ Date: _____

Club Acknowledgement:

The Club acknowledges receipt of this signed agreement, completed checklist and payment of the fees.

Name: _____

Signed: _____ Date: _____

Appendix A: Golf Cart/Scooter Serviceability Check List

Cart/Scooter Owner/s: _____

Date of Serviceability Check: _____

Inspector: _____

Item	Check	Pass / Fail	Comments
Tyres	Inspect tires for any visible damage. Check tire pressure.		
Brakes	Check for correct brake operation and any unusual noises or wear.		
Battery	Check for terminal corrosion, water leaks, battery damage and battery water levels.		
Fluid Levels	Check oil levels and check the cart for fuel or oil leaks.		
Steering	Check the steering system to ensure all bolts are tight.		
Suspension	Check for loose, bent or damaged suspension components.		
Drive belt	Inspect the drive belts for wear, cracks and tension.		
General	Inspect general condition of the cart for loose or cracked items which could impact the cart's safe operation.		
Additional Checks for Electric Carts/Scooters			
Battery load	Load test the batteries to determine the battery health.		
Charging System	Inspect the charging system for any visible damage.		
Cables and Connectors	Inspect all the cables and connections to ensure they're secure and free from damage.		

I/We confirm my/our cart or scooter is serviceable and the checks above have been carried out and that any rectification required has been completed.

Cart/Scooter Owner Signature/s:

Name: _____ Signature: _____

Name: _____ Signature: _____

Appendix B: Insurance Application Form



**Tee'd Up
Cart Insurance**

PO Box 54
MT KURING-GAI NSW 2080
02 9457 0057
golf@ceejaze.com.au

Cart Information Form

Member Details

First Name

Last Name

Phone

Email Address

Date of Birth

Club

Golf Link Number

Cart Details

Make

Year

Model

Serial Number

Power Type (Fuel or Lithium, Other)

Value

Reg. (Y/N)

Registration. No.

Drivers <25
(Y/N)

Garaging Address

Suburb

Postcode

Insurance History

Have any persons who will drive this cart:

- | | | | |
|--|-----|---|----|
| 1. Had any convictions for driving under the influence of alcohol or drugs (DUI) and/or exceeding the prescribed content of alcohol (PCA) in the last three years? | Yes | / | No |
| 2. Had a licence suspended or cancelled in the last 5 years? | Yes | / | No |
| 3. Had any motor claims or accidents in the last 3 years? | Yes | / | No |
| 4. Been convicted of a total of more than more than 2 traffic offences (excluding parking) in the last 3 years | Yes | / | No |

Name

Signature

Date

PLEASE RETURN THE COMPLETED FORM TO YOUR GOLF CLUB

Tee'd Up Cart Insurance is a registered business name of Ceejaze Management and Consulting P/L (Ceejaze) (ASIC Auth Rep. No. 320608).
Ceejaze is an Authorised Representative of Insurance Advisernet Australia Pty Limited (IA) (AFSL 240549).
Enquires with respect to services that IA provides should be addressed to Ceejaze.

We only provide a "general advice" service. This means that whilst we may generally recommend the products we distribute, we do not consider whether the product is appropriate for your own personal objectives, financial situation and needs in making the recommendation. You need to consider the appropriateness of any information (in particular any policy documentation and relevant Product Disclosures Statements) or general advice we give you, having regard to your personal situation, before acting on our advice or buying any product.

12. Delegation of Authority Policy	Approval Date:	27 Feb 25
	Review Date:	27 Feb 26
	Version No:	1

PURPOSE

To identify the non-financial delegations made by the Fairbairn Golf Club Board to the person holding a specific FGC position (including any person acting temporarily in that role) as titled in the organisational structure.

POLICY STATEMENTS

- All delegations are to be exercised in line with approved Policy, Board Resolutions, Strategy, Business Plans and Budgets.
- In all cases individuals are expected to exercise their delegation and make decisions in the best interest of the golf club and its membership.
- Financial Delegations will be exercised in accordance with the Club's Financial Delegation Policy.

DELEGATION STATEMENTS

These delegations must be exercised:

- Within statutory and legislated limitations.
- Within the budgetary limits of the organisation and any applying to the delegate.
- To conform with Board resolutions, policy, and or strategy.

Club positions hold the following delegations and responsibilities in accordance with the following lists. Details on the roles of each of the Club's Committees is included in the Club's By-Laws.

Club President

- Chairperson of the Finance, Compliance & Reporting Committee.
- Chairperson of the Marketing, Membership & Communications Committee
- Act on behalf of and represent the FGC in the public arena including the media.
- Act on Board resolutions to ensure they are carried out as intended.
- Manage disciplinary procedures as detailed in the club's policies and procedures.
- Have and control a Club credit card.

Treasurer

- Member of the Finance, Compliance & Reporting Committee.
- Appoint and dismiss contractors in accordance with the Policies and Procedures set by the FGC and Industrial Relations Law.
- Act on Board resolutions to ensure they are carried out as intended.

- Tender or apply for funding or grants.
- Maintain correct accounts showing the financial affairs of the Club with full details of all receipts and expenditure connected with the activities of the Club.
- Prepare and present budgets and financial reports as required to inform the Board.
- Arrange the audited report of the Club's annual financial record to be presented at the AGM.

Secretary

- Public Officer of the Club.
- Ensure documentation required by an Incorporated Association is actioned as required.
- Member of the Finance, Compliance & Reporting Committee.
- Ensure the proper conduct of Board and AGM meetings and keep minutes of these meetings.
- Act on Board resolutions to ensure they are carried out as intended.

Club Captain

- Chairperson of the Match and Greens Committees.
- Act on Board resolutions to ensure they are carried out as intended.
- Manage the Course Masterplan execution including planning, budgeting and reporting.

Vice President

- The Vice-President will carry out the duties and responsibilities of the President if they are unavailable.
- Chairperson of the House Committee.
- Act on Board resolutions to ensure they are carried out as intended.

Women's President

- Chairperson of the Women's Committee
- Member of the House Committee.
- Women in Golf Action Plan closure.
- Act on Board resolutions to ensure they are carried out as intended.

Club Manager

- Overall responsibility for the smooth and efficient running of the club and its golf operations.
- Act on Board approved strategic actions / business plan targets for reporting to the Board.
- Act on Board resolutions to ensure they are carried out as intended.
- Collect and receipt all amounts owing to the Club and make all payments authorised by the Club.
- Appoint and dismiss employees in accordance with the Policies and Procedures set by the FGC and Industrial Relations Law.

- Have and control a Club Credit card.
- Carry out financial transactions as resolved and directed by the Board.
- Proceed with grievance and complaints procedures in accordance with the adopted rules.
Note: The Board should be notified of any incidents that could be damaging to the club's reputation or are not resolved at the Manager's level.
- Maintain a current Food Safety Certificate for the club.
- Ensure compliance with:
 - Food safety standards,
 - Liquor licence regulations, and
 - Fire safety requirements.
- Maintain procedures for club operations.
- Ensure club records are maintained in a system that is accessible as required by Board and Committee members.

13. Food Management Policy *(under development)*

14. Bar (or Club) Management Policy *(under development)*

Should already be in place with procedure statements covering such as stocktaking and stock management, cleanliness, tables/bins, opening, closing, RSA requirements, Liquor Licencing conditions and review/update etc. Should include links to any checklists, procedures we have (or need) for the staff.

15. Emergency Management Policy *(under development)*

Covering evacuation plans, first aid, defib, fire extinguishers etc

GOLF OPERATIONS

16. Motorised Cart Policy	Approval Date:	2019
	Review Date:	As required
	Version No:	1

PURPOSE

To ensure that motorised golf carts are operated safely, and their operation is managed by the club with consideration of the course and club members and guests.

Fairbairn Golf 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.

POLICY STATEMENT/S

- Carts are provided, or allowed, on the course to support golfing activities under this policy.
- Carts are to be operated safely and with consideration of other users and protection of the golf course environment.

CLUB PROCEDURES

- 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.
- All hirers of club carts are to sign the cart rental agreement prior to hire.
- Hirers of carts are responsible for any damage to the cart, the course and other equipment on the course during their hire period.
- All carts, either the club's or personal carts, are to be operated within the requirements detailed at Annex A.
- All owners of motorised carts must be insured against personal accident and property damage.
- To protect the course and provide the best playing conditions for all golfers, the Board has implemented the following:
 - Members who breach the policy will receive a written warning.
 - 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.
 - 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.

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.

Annex A: Cart Operating Requirements

All carts used on the Fairbairn Golf Course are to be operated as outlined in the following operating requirements. These relate to both members carts and the Fairbairn golf carts:

- a. The vehicle must be operated from the driver's side only.
- b. All golfers and motorised carts shall give way to course staff and machinery.
- c. To prevent possible serious injury, driver and passenger must keep their entire bodies within the vehicle.
- d. To prevent falls from the vehicle, remain seated when the vehicle is moving, and always hold onto handles or handrails.
- e. Do not overload the vehicle and never have more passengers than seats available (e.g. 1 bench seat = 1 driver and 1 passenger).
- f. 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.
- g. To avoid the possibility of losing control of the vehicle, reduce speed for adverse driving conditions such as wet grass or rough terrain.
- h. Do not drive under the influence of alcohol, drugs or medications that adversely affect the ability to drive or react.
- i. Keep to established paths whenever possible.
- j. 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.
- k. 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.
- l. Do not drive over mounds.
- m. Carts shall not be driven on tees and surrounds
- n. 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 into your ball in the fairway.

17. Extreme Conditions Policy	Approval Date:	21 May 24
	Review Date:	As Required
	Version No:	1

PURPOSE

To ensure the safety of club members and visitors to the club during extreme weather conditions the club reserves the right to place restrictions on play during any extreme weather events. These events also include those that are likely to cause damage to the course, such as heavy frosts, should the course be used during these events.

POLICY STATEMENT/S

- The course will be closed where weather events make it dangerous for players.
- The course will be closed where weather events could lead to damage to the course if it was played.

CLUB PROCEDURES

- This policy applies every day that the club is open, not just for competitions.
- 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.
- The club's general policy for hot weather is to allow the individual golfer to make their own decisions whether they should participate in any competitions or play golf (see Annex A). However, the Club reserves the right to close the course should it deem that there is a danger to the participants (both competition and social) from extreme hot weather.
- To assist the club in managing the wear and tear on the golf course over winter, particularly the greens, the course will be closed as deemed necessary during times of frost (see Annex B for further details).
- 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.
 - 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.
- 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 consider their own personal safety while out on the course.
- 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.
- On days of extreme fire danger or other potential threat situations the Club will monitor Emergency Services advice and act accordingly.

Suspension of Play

- 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.
- 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.

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.

Further details and advice on specific weather events are included in the following Annexes.

Annex A: Extreme Heat

Annex B: Frost

Annex A: Extreme Heat

The club 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.

Annex B: Frost

When frost is present, signs are to be erected at the entrance and on the first tee advising golfers that the course is closed. The Course Superintendent/Staff (or their representative) will advise Club staff if a delay to the start of play is required, and only when the Course Super/Staff (or rep) is satisfied that the frost has subsided to an acceptable level and his/her team have had sufficient time to prepare the course for play, will the delay be lifted. This advice is not negotiable as its purpose is to protect our most valuable asset –the course.

Golfers' tee times that are affected by frost delays will forfeit their tee times and will need to find a slot later in the day if they wish to participate on the day. Once the frost has cleared and the course has been opened the first group off will be as per tee time sheet for the day. For example, if the course is deemed playable at 0815 then the first group off for that day will be the 0816 group. When this occurs the online booking/event sheet will be updated by cancelling tee slots to reflect the delay as quickly as possible. The likelihood of frosts is forecast in advance by the BOM and Members should consider the possibility of delayed (possibly cancelled) tee times. Members can call the Club to be given an approximate opening time on frosty mornings. If there is insufficient capacity for all members to get a game, those at the start of the competition field will not get a game.

It will be up to members to monitor weather apps/channels when booking early morning tee times to determine if it is worth the risk of possibly having their booking time cancelled due to frost. Where possible the FGC will advise members of any frost delays by placing information on the club's website as soon as practical, however it will be up to the members to monitor weather channels to gauge the possibility of frosts.

During the winter months of June, July and August competition tee times will commence at 0730 and conclude at 1300. Due to the pushing out of tee times by 30 minutes the women only tee times will also move by 30 minutes to 1030 and 1100.

This policy has been developed after researching effects of frosts on golf courses, how other golf courses around the world deal with frosts and consultation with various course superintendents.

18. Pace of Play Policy	Approval Date:	20 Mar 23
	Review Date:	As required
	Version No:	1

PURPOSE

Slow play frustrates golfers, spoils their game and causes operational problems for a busy club.

The Fairbairn Golf Club (FGC) recognises the need to encourage a faster pace of play during competitions. A key aspect to achieving this goal is to communicate these expectations via a Pace of Play Policy (POPP). It is expected that the policy will find a balance point between unenjoyable slow play and unpleasant overly rushed play.

The FGC Match Committee would prefer that players acknowledge that the POPP is for the good of the majority of members enjoying their competition round and adhere to the policy requirements. It is not the preferred option to discipline players, but those players who disregard the requirements are at risk of penalties and sanctions.

POLICY STATEMENT/S

Fairbairn Golf Club is committed to ensuring all players have an enjoyable experience by implementing and supporting a pace of play policy.

This POPP 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.

CLUB PROCEDURES

- The club start sheet is published to ensure all players should be aware of their position in the field.
 - On-line in the Member's Portal, and
 - Displayed on the practice green noticeboard.
- A significant responsibility lies with early groups to ensure they 'lead' the field at a suitable pace.
- Lost balls, big hitters having to wait, and other factors may extend the target time interval at times but it is each group's responsibility to be aware of, and make up, gaps in the field.
- The R&A Rules of Golf, Rule 5.6a states: "A player must not unreasonably delay play, either when playing a hole or between two holes". Penalties apply.
- **The Club doesn't want to penalise players...but will if players fail to comply with the PoPP and their behaviour is affecting the enjoyment of other golfers.**
- The Match Committee and Designated Officials will use the SimpleGolf timing software to monitor slow play. Marshals may be used on course when available, to monitor breaches of the POPP and to assist and advise groups on how to speed up their play.

- Only a Designated Official (DO) can give a warning or apply a penalty. At no time will verbal or physical abuse towards a DO be tolerated. Any reported instance of this occurring will be investigated. The alleged offender will be contacted by the Match Committee to assess the incident and apply sanctions as appropriate.
- When a Course Marshal is available, they may apply penalties immediately whilst on course if players fail to comply after receiving a warning and being advised that they are On the Clock.
- The FGC cannot afford to have marshals on course most of the time so slow play will have to be dealt with using historical data from the SimpleGolf system after players complete their rounds.
- Members are the main source of eliminating slow play and they should:
 - Turn up on time – register at the clubhouse at least 15 mins before their tee time.
 - Be at the tee on time – 5 mins before their scheduled start.
 - Concentrate on TWO TIME FACTORS throughout their round (see Annex A for details):
 - The Target Time Interval of 8 mins – this is the gap you should maintain as closely as possible with the group in front of you. This is the #1 priority.
 - The ‘Time Par’ for the round - 3h 53m.
 - If your group is falling behind for any reason, take note of the timesaver tips (see Annex C) and use them to speed up your play.

Further details and advice on aspects of this policy and how members can support good pace of play at the club are detailed in the following Annexes.

Annex A: Rules of Golf and ‘Time Par’

Annex B: Ready Golf, Monitoring and Enforcement

Annex C: Timesaver hints

Annex A: Rules of Golf and ‘Time Par’

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 \(randa.org\)](https://www.randa.org/rules-hub)]

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

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	mins	mins extra	Time	
			considered	for	to walk to	for	Cumulative
Hole	Metres	Par	to be:	hole	next tee (a)	hole	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.

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.

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.

Annex B: Ready Golf, Monitoring and Enforcement

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 in Annex C.

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.

Annex C: 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.

19. Prize Management Policy	Approval Date:	27 Feb 25
	Review Date:	As required
	Version No:	2

PURPOSE

To ensure that Prize Management is fair, consistent, and provides equitable distribution of competition prizes. This policy ensures adequate funds are available to meet financial obligations and protects the Golf Club from losses due to small player participant numbers.

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

POLICY STATEMENT/S

- Prizes in Club Competitions will be allocated to club members fairly, consistently and promptly after competitions.
- Prizes for club competitions will be allocated from Competition Fees, where collected, based on approximately a 70% return of comp fees to players.
- For Club Championship events the majority of the competition fees will be returned in prizes as per the tables at Annexes D and E.
- For significant events open to the playing public, these events are to be self-funding through entry fees and/or sponsorship. Budgets for these events will be developed and approved prior to the event.

CLUB PROCEDURES

- Prize allocation in this policy is 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 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.
- 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.
- All competition prizes will be allocated in accordance with the tables at Annexes A to E of this Policy for regular club competition events and Club Championship events.
- Prize allocation tables will be reviewed annually by the Match Committee.
- 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.
- 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 NTPs set out on a Saturday competition are available to all players whether the event is a medley or not.
- The results of competitions, including prizes, are promulgated on the FGC website Member's Portal.
- Prizes for all other competitions not detailed in this policy are at the discretion of the Match Committee.
- Separate achievement prizes will be allocated to club members for Holes in One and Eagles as detailed in Annex F.
- All prize credits have an expiry period on them and twice a year any open prize vouchers will expire as per Annex G.
- It is a member's responsibility to review and actively manage the balance of their prize pool.
- Several 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.

Further details on specific prize allocations and management of prize credits are included in the following Annexes:

- Annex A – Individual competition prize allocation
- Annex B – 2-person team competition prize allocation
- Annex C – 4-person team competition prize allocation
- Annex D – Club Championship Event Prize Allocation
- Annex E – Team Championship Events - Prize Allocation
- Annex F – Achievement prizes
- Annex G – Prize credits

Annex A: Individual Competition Prize Allocation

5 competitors
1st - \$20
2 x Ball Rundown

8 competitors
1st - \$25
2nd - \$15
2 x Ball Rundown

20-29 competitors
1st - \$35
2nd - \$25
3rd - \$20
12 x Ball Rundown

50-59 competitors (2 Divisions)
Each Division
1st - \$45
2nd - \$30
3rd - \$25
4th - \$20
5 NTPs - 6, 8, 11, 13, 16
12 x Ball Rundown

80-89 competitors (3 Divisions)
Each Division
1st - \$55
2nd - \$30
3rd - \$25
4th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
16 x Ball Rundown

6 competitors
1st - \$20
2nd - \$10
2 x Ball Rundown

9 competitors
1st - \$25
2nd - \$15
4 x Ball Rundown

30-39 competitors
1st - \$40
2nd - \$30
3rd - \$25
4th - \$15
20 x Ball Rundown

60-69 competitors (2 Divisions)
Each Division
1st - \$50
2nd - \$35
3rd - \$30
4th - \$25
5 NTPs - 6, 8, 11, 13, 16
16 x Ball Rundown

90-99 competitors (4 Divisions)
Each Division
1st - \$60
2nd - \$30
3rd - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
14 x Ball Rundown

7 competitors
1st - \$20
2nd - \$10
4 x Ball Rundown

10-19 competitors
1st - \$25
2nd - \$15
3rd - \$15
10 x Ball Rundown

40-49 competitors (2 Divisions)
Each Division
1st - \$35
2nd - \$25
3rd - \$20
18 x Ball Rundown

70-79 competitors (3 Divisions)
Each Division
1st - \$45
2nd - \$30
3rd - \$25
4th - \$15
7 NTPs - 4, 6, 8, 11, 13, 16, 18
12 x Ball Rundown

100-109 competitors (4 Divisions)
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

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

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

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

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

Annex B: 2 Person Teams Competition Prize Allocation

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

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

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

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

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

34-37 teams
1st - \$55
2nd - \$40
3rd - \$30
4th - \$25
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

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

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

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

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

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

Annex C: 4 Person Teams Competition Prize Allocation

5-7 teams	8-9 teams	10-11 teams
1st - \$20	1st - \$25	1st - \$30
2nd - \$10	2nd - \$15	2nd - \$15
2 x Ball Rundown	3 x Ball Rundown	5 x Ball Rundown
12-13 teams	14-15 teams	16-17 teams
1st - \$30	1st - \$35	1st - \$40
2nd - \$15	2nd - \$15	2nd - \$25
3rd - \$10	3rd - \$10	3rd - \$15
6 x Ball Rundown	7 x Ball Rundown	6 x Ball Rundown
18-19 teams	20-21 teams	22-23 teams
1st - \$40	1st - \$40	1st - \$45
2nd - \$25	2nd - \$25	2nd - \$25
3rd - \$15	3rd - \$20	3rd - \$20
5 NTPs - 6, 8, 11, 13, 16	4th - \$15	4th - \$15
5 x Ball Rundown	5 NTPs - 6, 8, 11, 13, 16	5 NTPs - 6, 8, 11, 13, 16
	4 x Ball Rundown	5 x Ball Rundown
24-25 teams	26-27 teams	28-29 teams
1st - \$50	1st - \$55	1st - \$60
2nd - \$30	2nd - \$30	2nd - \$35
3rd - \$20	3rd - \$25	3rd - \$25
4th - \$15	4th - \$20	4th - \$20
7 NTPs - 4, 6, 8, 11, 13, 16, 18	7 NTPs - 4, 6, 8, 11, 13, 16, 18	7 NTPs - 4, 6, 8, 11, 13, 16, 18
5 x Ball Rundown	5 x Ball Rundown	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 D: Club Championship Event Prize Allocation

For single player Championship Events the prize allocations are shown in the tables below with any specific event conditions outlined after the table.

10-14 Competitors	15-19 Competitors	20-24 Competitors	25-29 Competitors	30-34 Competitors
Club Champion \$175	Club Champion \$190	Club Champion \$200	Club Champion \$200	Club Champion \$210
Vets Club Champ* \$100	Vets Club Champ* \$110	Vets Club Champ* \$130	Vets Club Champ* \$150	Vets Club Champ* \$160
One Grade Gross and Net \$100	A, B Grades Gross and Net \$100 each	A, B, C Grades Gross and Net \$100 each	A, B, C and D Grades Gross and Net \$100 each	A, B, C and D Grades Gross and Net \$110 each
<i>Total Fees Collected</i> \$400 - \$560	<i>Total Fees Collected</i> \$600 - \$760	<i>Total Fees Collected</i> \$800 - \$960	<i>Total Fees Collected</i> \$1,000 - \$1,160	<i>Total Fees Collected</i> \$1,200 - \$1,360
<i>Total Returned</i> \$475	<i>Total Returned</i> \$700	<i>Total Returned</i> \$930	<i>Total Returned</i> \$1,150	<i>Total Returned</i> \$1,250

35-39 Competitors	40-44 Competitors	45-49 Competitors	50-54 Competitors	55-59 Competitors
Club Champion \$225	Club Champion \$240	Club Champion \$255	Club Champion \$270	Club Champion \$285
Vets Club Champ* \$175	Vets Club Champ* \$190	Vets Club Champ* \$205	Vets Club Champ* \$220	Vets Club Champ* \$235
A, B, C and D Grades Gross and Net \$125 each	A, B, C and D Grades Gross and Net \$140 each	A, B, C and D Grades Gross and Net \$155 each	A, B, C and D Grades Gross and Net \$170 each	A, B, C and D Grades Gross and Net \$185 each
<i>Total Fees Collected</i> \$1,400 - \$1,560	<i>Total Fees Collected</i> \$1,600 - \$1,760	<i>Total Fees Collected</i> \$1,800 - \$1,960	<i>Total Fees Collected</i> \$2,000 - \$2,160	<i>Total Fees Collected</i> \$2,200 - \$2,360
<i>Total Returned</i> \$1,400	<i>Total Returned</i> \$1,550	<i>Total Returned</i> \$1,700	<i>Total Returned</i> \$1850	<i>Total Returned</i> \$2000

60-64 Competitors	65-69 Competitors	70-74 Competitors	75-79 Competitors	80 + Competitors
Club Champion \$300	Club Champion \$315	Club Champion \$330	Club Champion \$350	Club Champion \$375
Vets Club Champ* \$250	Vets Club Champ* \$265	Vets Club Champ* \$280	Vets Club Champ* \$300	Vets Club Champ* \$325
A, B, C and D Grades Gross and Net \$200 each	A, B, C and D Grades Gross and Net \$215 each	A, B, C and D Grades Gross and Net \$230 each	A, B, C and D Grades Gross and Net \$250 each	A, B, C and D Grades Gross and Net \$275 each
<i>Total Fees Collected</i> \$2,400 - \$2,560	<i>Total Fees Collected</i> \$2,600 - \$2,760	<i>Total Fees Collected</i> \$2,800 - \$2,960	<i>Total Fees Collected</i> \$3000 - \$3160	<i>Total Fees Collected</i> \$3200 plus
<i>Total Returned</i> \$2150	<i>Total Returned</i> \$2300	<i>Total Returned</i> \$2450	<i>Total Returned</i> \$2650	<i>Total Returned</i> \$2900

* Veterans are 55 years and over on the first day of the Club Championships

- The tables above are based on \$40 comp fees collected per competitor. Should this entry fee change for an event the tables will be modified appropriately.
- Overall Club Champions (Men's and Women's) will be determined using best gross score over duration of competition. In the event of a tie for Overall winner a sudden death playoff commencing on the 1st hole will be run, golfers will continue playing holes until a winner is determined.

- Golfers must complete all 36 holes to be eligible for any prize. A golfer may only win one of the above prizes, if they are eligible to win more than one prize the one with the highest monetary value is to be awarded with the golfer coming in second being given the winner's prize. Any ties for gross or net will be determined by the normal countback rule.
- If there are less than 10 competitors, the championship event will not be run.

Annex E: Team Championship Events - Prize Allocation

For team Championship Events (Foursomes, 4BBB and Mixed Foursomes) the prize allocations are shown in the tables below with any specific event conditions outlined after the table.

5-9 Teams	10-14 Teams	15-19 Teams	20-24 Teams	25-29 Teams	30-34 Teams	35-39 Teams
1 st Place \$120	1 st Place \$150	1 st Place \$170	1 st Place \$200	1 st Place \$220	1 st Place \$240	1 st Place \$260
2 nd Place \$80	2 nd Place \$100	2 nd Place \$120	2 nd Place \$150	2 nd Place \$170	2 nd Place \$190	2 nd Place \$210
3 rd Place \$60	3 rd Place \$80	3 rd Place \$90	3 rd Place \$120	3 rd Place \$140	3 rd Place \$160	3 rd Place \$180
4 th Place \$40	4 th Place \$60	4 th Place \$70	4 th Place \$100	4 th Place \$120	4 th Place \$140	4 th Place \$160
	5 th Place \$40	5 th Place \$50	5 th Place \$70	5 th Place \$90	5 th Place \$110	5 th Place \$130
		6 th Place \$40	6 th Place \$50	6 th Place \$70	6 th Place \$90	6 th Place \$110
			7 th Place \$30	7 th Place \$50	7 th Place \$70	7 th Place \$90
				8 th Place \$40	8 th Place \$60	8 th Place \$80
				9 th Place \$30	9 th Place \$50	9 th Place \$70
				10 th Place \$20	10 th Place \$40	10 th Place \$60
<i>Total Fees Collected</i> \$200 - \$360	<i>Total Fees Collected</i> \$400 - \$560	<i>Total Fees Collected</i> \$600 - \$760	<i>Total Fees Collected</i> \$800 - \$960	<i>Total Fees Collected</i> \$1,000 - \$1,190	<i>Total Fees Collected</i> \$1,200 - \$1,390	<i>Total Fees Collected</i> \$1,400 - \$1,590
<i>Total Returned</i> \$300	<i>Total Returned</i> \$430	<i>Total Returned</i> \$540	<i>Total Returned</i> \$720	<i>Total Returned</i> \$955	<i>Total Returned</i> \$1,150	<i>Total Returned</i> \$1,350

40-44 Teams	45-49 Teams	50-54 Teams	55-59 Teams	60-64 Teams	65-69 Teams	70+ Teams
1 st Place \$280	1 st Place \$300	1 st Place \$320	1 st Place \$340	1 st Place \$360	1 st Place \$380	1 st Place \$400
2 nd Place \$230	2 nd Place \$250	2 nd Place \$270	2 nd Place \$290	2 nd Place \$310	2 nd Place \$320	2 nd Place \$340
3 rd Place \$200	3 rd Place \$220	3 rd Place \$240	3 rd Place \$260	3 rd Place \$280	3 rd Place \$300	3 rd Place \$320
4 th Place \$180	4 th Place \$200	4 th Place \$220	4 th Place \$240	4 th Place \$260	4 th Place \$280	4 th Place \$300
5 th Place \$140	5 th Place \$160	5 th Place \$180	5 th Place \$200	5 th Place \$220	5 th Place \$240	5 th Place \$260
6 th Place \$130	6 th Place \$150	6 th Place \$170	6 th Place \$190	6 th Place \$210	6 th Place \$230	6 th Place \$250
7 th Place \$110	7 th Place \$130	7 th Place \$150	7 th Place \$170	7 th Place \$190	7 th Place \$210	7 th Place \$230
8 th Place \$100	8 th Place \$120	8 th Place \$140	8 th Place \$160	8 th Place \$180	8 th Place \$200	8 th Place \$220
9 th Place \$90	9 th Place \$110	9 th Place \$130	9 th Place \$150	9 th Place \$170	9 th Place \$190	9 th Place \$200
10 th Place \$80	10 th Place \$100	10 th Place \$120	10 th Place \$140	10 th Place \$160	10 th Place \$180	10 th Place \$190
<i>Total Fees Collected</i> \$1,600 - \$1,790	<i>Total Fees Collected</i> \$1,800 - \$1,990	<i>Total Fees Collected</i> \$2,000 - \$2,190	<i>Total Fees Collected</i> \$2,200 - \$2,390	<i>Total Fees Collected</i> \$2,400 - \$2,590	<i>Total Fees Collected</i> \$2,600 - \$2,790	<i>Total Fees Collected</i> \$2,800 plus
<i>Total Returned</i> \$1,540	<i>Total Returned</i> \$1,740	<i>Total Returned</i> \$1,940	<i>Total Returned</i> \$2,140	<i>Total Returned</i> \$2,340	<i>Total Returned</i> \$2,540	<i>Total Returned</i> \$2,710

- The tables above are based on \$40 comp fees collected per team. Should this entry fee change for an event the tables will be modified appropriately.
- Prizes are awarded to the team not as an individual – for example 1st place team wins \$200 that is split between the two team members.
- For these events, there will be NTPs as per normal but no ball rundown.
- Teams must complete all holes for the event to be eligible for any prize
- In the event of a tie in any placing normal count back will be applied.
- If there are less than 5 teams the championship event will not be run.

Annex F: 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.

Annex G: Prize Credits

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 May of the following year	30 th June of that year These club vouchers expire 31 December of that year

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.

20. Course Development Policy	Approval Date:	1 Aug 20
	Review Date:	As required
	Version No:	1

PURPOSE

The purpose of this policy is to ensure a planned and coordinated approach to course development and growth over consecutive years.

The objectives of the Masterplan and future development are to:

- 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.

POLICY STATEMENT/S

- The FGC Board and Committees will ensure that development of the course is carried out within the guidelines of the accepted Course Master Plan.
- The Board and Committees support the growth and development of the course in a coordinated and planned way.
- The Masterplan will 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.

CLUB PROCEDURES

- 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.
- Developments and progress against the Masterplan will be communicated regularly to club members.

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

BACKGROUND

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

21. Course Booking Policy	Approval Date:	27 Feb 25
	Review Date:	As Required
	Version No:	3

PURPOSE

There is a considerable cost to running the Fairbairn Golf Club and the club's continued viable operation is underpinned by two main revenue sources (members and social players). It is important to keep membership costs down by striking a balance between members and non-members accessing the course while still giving members priority booking access.

POLICY STATEMENT/S

- Club members will have priority booking access in peak times in line with their membership category.
- Visitors to the club are encouraged and their access restrictions are outlined in this policy
- The club supports both members and social players, and this policy acknowledges there is a balancing act to allow course access.

CLUB PROCEDURES

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 up to midday (Medley) dependant on availability. Social members may also book during this time.
Monday	Competition tee times to approximately 12:30 (Medley)
Tuesday	Competition tee times – any time in the morning (Women)
Wednesday	Competition only to approximately 12:30 (Medley)
Friday	18 hole competition tee times throughout the day (Medley) and 9 hole Medley Competition (Summer)

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 the public (social players) during the following times:

Sunday	Course open after 10:00 unless a Club Championship or Corporate event is planned. These will be advised in advance to all members. Club members (full or social) may book prior to 10am.
Monday	Course open
Tuesday	Course open
Wednesday	After 12:30
Thursday	Course open
Friday	Course open unless a Club Championship or Corporate 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 tables below. For full and 5-day members bookings can be made either on a touch screen at the club house, via a member's online login, by phone or in person with the club staff.

	Saturday	Sunday and Public Holidays	Weekdays
Full Members ²	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).		
	Bookings will open when the club house opens on the TSE Screens or 12:00pm via online and phone.		
5 Day Members	Booking only as Club Visitors with 7 days’ notice with green fees payable. <i>Note: Public Holidays are treated as weekdays for 5-day member bookings allowing bookings 14 days in advance.</i>		5 Day members may book in 14 days out and can only book three other FGC members in the applicable time slots and not social players (see below for social players).
Social Members	Social members may book in 14 days prior for social play outside scheduled Saturday competition times.	Social members may book in 14 days prior to a requested day for social play at any time the course is available.	
	Social members can only book up to three other FGC members and not social players 14 days out (see below for social players). Bookings can be made with the staff at the club house or by phone on the day the bookings open.		

² Full Members include Full, 3-month, 6-month, student, youth and junior members.

	Saturday	Sunday and Public Holidays	Weekdays
Social Players	Social players may book a maximum of 7 days prior for social play <i>outside scheduled Saturday, Sunday and Wednesday competition times</i> . Bookings can be made with the staff at the club house or by phone.		
	No bookings during club competition times.	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.	No bookings during club competition times on a Wednesday.
Visitors	Visitors with a Golf Link handicap may book into a Sat comp with prior approval up to 7 days in advance. (excluding championship events).	Visitors with a Golf Link handicap may book into any comp up to 7 days in advance (excluding championship events).	
Social Groups³	No Social Group bookings will be taken for Saturday unless it is after the scheduled club competition times.	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.	
Other (e.g. Pennants, Sponsor events etc)	No 'Other' bookings will be taken for a 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 or a Corporate day). Members will be advised in these cases.	

³ 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 in this manual.

22. Social Group Booking Policy	Approval Date:	16 Feb 22
	Review Date:	As required
	Version No:	1

PURPOSE

With the increased popularity of social golf booking 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.

BACKGROUND

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).

POLICY STATEMENT/S

- Social Groups play at the discretion of the Club and they are required to be proactive in their booking and planning activities.
- Proactive management of Social Groups ensures the club is not impacted by late changes and ensures the impact on members is minimised.
- Social Group bookings at the club are managed through this policy and the Course Booking Policy.

CLUB PROCEDURES

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 Tuesdays 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 1.

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 2.

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 2).

Attachment 1: Booking Conditions for Social Groups at FGC

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:

Attachment 2: 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

FINANCES

23. Financial Delegations Policy	Approval Date:	27 Feb 25
	Review Date:	27 Feb 26
	Version No:	2

PURPOSE

To outline the financial delegations made by the Fairbairn Golf Club Board to members of its committees and management Staff (including any person acting temporarily in these roles) as titled in the organisational structure.

POLICY

The following table details approved delegation limits for positions within the Fairbairn Golf Club:

Delegation	Position
Commit of incur expenditure not exceeding \$30,000 for any single transaction, that is for the total of each order or commitment. This expenditure must already be in the approved budget.	<ul style="list-style-type: none"> • Club Manager • Treasurer
<p>Golf Operations and Course Preparation Commit or incur expenditure not exceeding \$10,000 for any single transaction, that is for the total of each individual order or commitment. This expenditure must already be included in the approved budget for items relating to Golf Operations or Course Preparation.</p> <p>Course Redevelopment works For Course Redevelopment works only, commit to expenditure within the limits of the Redevelopment budget approved by a resolution of the Board. Any commitment exceeding \$20,000 must be reported to the Board at its next meeting.</p>	<ul style="list-style-type: none"> • Golf Operations Manager • Greens Committee Chair • Match Committee Chair • Greens Committee Chair • Treasurer
Have and control a Club Credit card with a monthly expenditure limit of \$10,000	<ul style="list-style-type: none"> • Club Manager • Club President
Have and control a Club Account Card with Bunnings for purchase of items relating to maintenance of the course, with a monthly expenditure limit of \$10,000. All expenditure must be within approved limits in the Budget.	<ul style="list-style-type: none"> • Club Manager • Course Superintendent • Chair of the Greens Committee
Carry out financial transactions as resolved and directed by the Board.	<ul style="list-style-type: none"> • Club Manager • Treasurer

<p><i>In an emergency situation, where time is of the essence, and expenditure is required on items not in the approved budget:</i></p> <p>Commit or incur expenditure up to \$25,000 for any single transaction, that is for the total of each individual order or commitment.</p>	<p>In the absence of a Board resolution, there must be at least three Board Members approve the expenditure, one of whom must be either the President or Treasurer. Approval may be obtained via email or text messages; and reported to the next Board meeting.</p>
<p>Expenditure not in the approved budget</p>	<p>A decision of the Board must be obtained.</p>

These delegations must be exercised:

- Within the budgetary limits of the Fairbairn Golf Club Inc and those applying to the delegate.
- To conform with Board resolutions, policy, and or strategy.
- Must comply with obligations contained in the ACT Associations Incorporations Act 1991 and its Regulations.

PROCEDURES

- A receipt (either electronic or paper) must be provided for all expenditure.
- The person authorising the expenditure is responsible for providing the Club Manager and/or Treasurer with a copy of the receipt.
- All expenditure is to be checked and verified by a person other than the person who authorised the expenditure. The Treasurer is to check all expenditure authorised by the Club Manager.
- The End-Of-Month finance processes carried out by the Club Manager and Treasurer will check to see that all expenditure has been within these delegations. If it has not been within authorisations then a formal warning will be issued to the person and his/her delegation limits may be removed.

24. Financial Reserve Policy	Approval Date:	27 Feb 25
	Review Date:	27 Feb 28
	Version No:	2

PURPOSE

To establish a policy on the level of financial reserves to be maintained by FGC.

An adequate financial reserve is needed to cover major business disruption events. For example, during COVID closures in 2020, there was a real risk of prolonged periods without incoming revenue.

POLICY

In October 2020 the then Board agreed to establishing a Financial Reserve and considered options for setting the magnitude of that reserve. It decided to set the Financial Reserve at a multiple of 6.0 times “unavoidable monthly costs”. At the time, the Club did not have the resources to meet this target and the Board agreed a timeline for achieving the target as shown in the following table:

Target Date	Multiple to be achieved
31 October 2020	3.0
30 June 2021	3.5
30 June 2022	4.0
30 June 2023	4.5
30 June 2024	5.0
30 June 2025	6.0

“Unavoidable monthly costs” were deemed to be those costs that would be incurred even if the club was put into “caretaker mode”, with all unnecessary spending ceased. The course maintenance contract would be reduced to a much lower level, no casual staff would be employed, waivers would be sought for lease obligations, etc.

The Board decided that the magnitude of the “unavoidable monthly costs” would be revisited each year as part of the annual budget preparation. For FY25, this number was determined to be \$39,802 per month, and at a multiple of 6.0x is \$238,812.

PROCEDURES

- As part of the annual budget process, the Treasurer must make an estimate of unavoidable monthly expenses in the event of a major business disruption. A major business disruption is defined as being a situation where no revenue is being received and operations are scaled back to absolute essential items only (ie caretaker mode).
- The Treasurer is to seek the Board’s agreement to the calculation of the unavoidable monthly expenses, and the consequential amount to be quarantined as the club’s Financial Reserve. From FY25 onwards the Financial Reserve is to be 6.0x the “unavoidable monthly expenses”.
- As part of the End-Of-Month finance procedures, the Manager and the Treasurer are to confirm that the required amount remains in the club’s Financial Reserve (currently its Max-e Saver Account).

- The Treasurer's report to every Board meeting must included advice on whether the Financial Reserve requirement is being met.

25. Banking Policy	Approval Date:	27 Feb 25
	Review Date:	27 Feb 28
	Version No:	1

PURPOSE

To document banking protocols for the operation of FGC.

POLICY

FGC operates with limited staffing. This policy and its procedures are aimed at establishing banking practices that are efficient and manageable within the limited staff resources, while maintaining appropriate checks and controls to minimise the risk of misappropriation of funds.

FGC is to maintain two primary bank accounts. One with \$50-150K as the main working account which, at current, does not earn interest. The other, with the balance of FGC funds, to be an account that earns interest and is to include the Financial Reserve (see separate policy).

There are to be three signatories to the accounts – the President, Treasurer and Club Manager.

PROCEDURES

Wherever feasible, transactions should be via EFT, rather than cash, so that an audit trail is established.

The Manager is the primary person responsible for making payments from the accounts to cover operational expenses (including wages and superannuation) and banking cash. The Treasurer is to check all payments and verify that they relate to club operations and are within budget allocations (see policies on Split of Responsibilities of Manager and Treasurer and End-Of-Month Processes).

Provided a payment relates to approved budget expenses, the Manager may make the payment without first obtaining the Treasurer's approval. See also the Financial Delegations Policy for limits that apply to individual transactions.

All payments are to be matched in MYOB via the Bank Feeds function to the documented expense.

All cash receipts are to be banked on a regular basis. As EFTPOS receipts now account for approximately 90 per cent of all receipts, cash accumulation is modest compared to past years. All cash should be banked at least every two weeks and held in the office safe until banked.

26. Split of Responsibilities Between Treasurer and Club Manager	Approval Date:	27 Feb 25
	Review Date:	27 Feb 28
	Version No:	1

PURPOSE

To document the delineation of tasks and checks between the Manager and the Treasurer.

POLICY

As a small club, FGC does not have the resources to implement systems that are common in much larger organisations. For example, a comprehensive system in a large entity could require different people to:

- determine the need to make an acquisition of something,
- obtain quotes and select a preferred quote,
- check that it is value for money and complies with purchasing policies,
- place the order,
- authorise expenditure on the order,
- verify delivery/receipt of the order,
- check that the invoice received is consistent with the quote,
- make payment for the order, and
- verify that the payment matched the invoice.

Such a system would require more people than FGC employs.

FGC requires a system that is more streamlined, that facilitates efficient running of the club but that also contains enough checks and balances to retain integrity.

FGC needs to achieve this using just two key people – the Manager and the Treasurer.

The key delineation is that the Manager is primarily the person responsible for placing orders, processing acquisitions and making payments within his/her Financial Delegations; while the Treasurer is primarily responsible for checking all the transactions meet probity requirements. The exception to this general rule is when the Treasurer makes an acquisition - then the Manager must check that it meets probity requirements.

As a further check, the President is to have access to the club's bank accounts to monitor expenditure and the ability to question/verify any transaction.

PROCEDURES

Both the Manager and Treasurer are to have access to the club's MYOB file, point-of-sale data, management software, the club's bank accounts, Ezidebit account, and the accounts@fairbairngolfclub.com.au email address.

All expenditure is to have documentation to verify it. This could be an invoice/receipt for a one-off purchase, a monthly statement for account purchases (eg Bunnings), or an ongoing legal commitment for regular payments (eg Foxtel, AceIT).

All expenditure and sales are to be recorded in MYOB, with relevant documents attached.

The Manager is to process accounts received. These could be received in hardcopy (via shop receipts, post) or electronic means (via accounts@fairbairngolfclub.com.au or manager@fairbairngolfclub.com.au).

The Manager is to:

- Be satisfied that the order placed is necessary and can be purchased within budget allocations.
- Verify that the item(s) has been received in acceptable condition.
- That the amounts invoiced match the physical delivery.
- Use electronic funds transfer to pay the invoice, noting the requirements of the Financial Delegations Policy must be met.
- Record the purchase in MYOB (along with the relevant documentation) and allocate it to the appropriate expense account in MYOB.
- Match the purchase with the corresponding bank record via the Bank Feeds function in MYOB.
- Pay staff wages weekly and check that rates of pay comply with the relevant amounts in the *Registered and Licensed Clubs Award*.
- Maintain a stock control system.
- Provide the Treasurer with all reports needed for completing the End-Of-Month Processes (see separate policy).

The Treasurer is to:

- Check that all purchases were necessary and relate to the business affairs for FGC.
- Check that the records in MYOB have been entered correctly, with documentation, and allocated to the correct accounts.
- Check compliance with the limitations contained in the Financial Delegations Policy.
- Conduct random, detailed checks, of purchases to ensure arms-length transactions are taking place.
- Complete end of month processes (see separate policy) and check compliance with ATO and ACT Government requirements.

27. End of Month Processes	Approval Date:	27 Feb 25
	Review Date:	27 Feb 28
	Version No:	1

PURPOSE

To detail the processes that must be completed at the end of every month.

POLICY

FGC operates on a monthly financial cycle. It has monthly legal obligations (eg lodge Business Activity Statement, pay Superannuation Guarantee) and it reviews its financial performance on a monthly basis. To meet these obligations, it implements the procedures outlined below every month.

PROCEDURES

The Manager:

- Enters all expenses (including relevant documentation such as invoices) and revenue into MYOB accounts by the last day of the month.
- Provides the Treasurer with detailed reports from the POS (which includes amounts used from Member Accounts), the Prizes awarded each month, and the balance on Member Accounts.
- Reconciles the bank accounts.
- Pays superannuation for all staff for the month once approved by the Treasurer.

The Treasurer:

- Checks all expenditure made during the month complies with the Financial Delegations Policy.
- Checks all expenditure entered by the Manager relates to FGC operations, is recorded against the correct MYOB account, has relevant documentation attached, is recorded with the correct tax codes, and is within budget limits.
- Checks all revenue recorded is against the correct accounts and tax codes.
- Allocates all revenue received via EFTPOS at the bar according to the POS data for that month (ie in proportion). Note – this procedure exists as all EFTPOS payments into the bank account are batched together and the POS software is not able to communicate correctly with MYOB. The auditors have accepted this process.
- Checks that cash receipts recorded by the POS are consistent with the cash banked for the month.
- Checks the payroll for the month, including (a) hours worked for each staff member and payments made, and (b) superannuation has been calculated correctly.
- Calculates the amount of GST collected and paid for the month, income tax paid on staff wages, and any Fuel Tax Credit that is applicable.
- Prepares the Business Activity Statement for the month, lodges it with the ATO, and pays by the deadline set by the ATO (usually the 21st of the month).

- Advises the Manager that the BAS has been completed and the amount of superannuation to pay to staff accounts for the month.
- Checks that superannuation payments have been made within the ATO's time limits.

Superannuation – the superannuation payment system currently operates on a monthly basis in line with FGC management reporting. However, in 2026 the ATO is changing the timing of superannuation payments and this will have to occur on the same schedule as the payment of wages. In FGC's case, this will be weekly. MYOB is being reconfigured to make these payments automatically but at the time of writing this policy was not yet in place.

28. Budget Preparation and Review Policy	Approval Date:	27 Feb 25
	Review Date:	27 Feb 28
	Version No:	1

PURPOSE

To establish procedures for preparing FGC's annual budget.

POLICY

FGC works on a financial year commencing 1 July. The Budget cycle commences in the March preceding the start of the financial year and includes a mid-year review.

PROCEDURES

The following table outlines the relevant steps:

Board meeting	Description of activity	Board decision points
March	Treasurer invites bids for capital spending proposals for the forthcoming FY	
April	Treasurer presents a draft operational budget excluding capital expenditure. Puts all capital expenditure bids to the Board for prioritisation.	Board decides on CAPEX priorities
May	Treasurer presents Draft Budget, which includes capital expenditure, to the Board for comment and amendment.	Board decides changes needed to Draft Budget
June	Treasurer presents Final Budget to the Board for approval.	Board approves Budget
July	Treasurer enters Budget into MYOB, provides relevant personnel with copies of their components so that they know their respective budget allocations.	
August		
September		
October		
November		
December	Treasurer presents mid-year Budget update and, if necessary, recommends adjustments to the Budget.	Board considers mid-year position and decides on changes that are needed.
January	Treasurer amends Budget as per Board decision and provides updates to relevant personnel.	
February		

- 29. Purchasing and Acquittal Policy** *(under development)*
- 30. Stocktake Policy** *(under development)*
- 31. Cash Handling Policy** *(under development)*
- 32. Staff Training on finance related work tasks** *(under development)*
Use of POS, procedures for cash, stock control, recording of stock deliveries, issuing prize vouchers.
- 33. Maintenance of Asset Register** *(under development)*
- 34. End-of-financial-year Matters and Audit Policy** *(under development)*
- 35. Policy on reporting financial information to the Board** *(under development)*
- 36. Capital Equipment Management Policy** *(under development)*

PEOPLE

- 37. Staff Recruitment and Management** *(under development)*

Includes recruiting/hiring (delegation, restrictions and process), rostering, delegation and reporting, etc (could be split in two)

- 38. Staff Training** *(under development)*

Including RSAs, De-fib, golf systems, customer service, bar/club operations etc