

Dear Member

Thank you for considering a position on the Board of the Ballarat Golf Club.

This Board Member Nomination Pack contains:

- *Information for Consideration as a Director – Ballarat Golf Club.* This document information has been put together to assist those considering a Directors position in understanding of the requirements of a director of the Club and to help make that decision to stand.
- *New to a board or committee? An introduction to your role.* This document, compiled by Justice Connect and distributed through Clubs Victoria, broadly covers the role, legal obligations, personal liability, and what board members should know about their organisation.
- *Rules of the Club.*
- *Ballarat Golf Club Strategic Plan 2023-27*
- *Nomination form and return envelope.*

Nomination forms must be lodged with us not later than 5:00 PM, Friday the 15th of March 2024.

Please note that a nominee may submit a summary not to exceed 700 words of the nominee's experience appropriate to fulfilling the role of director. This summary is deemed to be part of the nomination form and should be returned with it to ensure it is included in the election material provided to voting members.

If you have any questions, please contact either Hannah or Gary at the Club.

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General Managers

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Board Nominations

Information for Consideration as a Director – Ballarat Golf Club

When considering a position on the Board of the Ballarat Golf Club it is important before accepting a nomination you understand the responsibility required a director & you have the skills, knowledge & time to commit to the position. The information below has been put together to assist you in understanding of the requirements of a director and to help you make that decision.

ELIGIBILITY TO SERVE AS A DIRECTOR:

Any ELIGIBLE MEMBER may be nominated as a Director. **Eligible Member** means a member of the Club who is a member of any of the categories of membership comprising the General Body (Refer to Schedule 2 of the Rules) and who has, subject to clauses 10.3(2) and 10.3(3), paid all current entrance fees, subscriptions, and other moneys.

An Any member appointed as a Director must undergo the relevant checks required under the Gambling Regulation Act 2003 within 2 months of appointment. These are a Police, ASIC historical name and Credit File checks.

After appointment any Director is prohibited from involvement in any decision which involves the management or operation of the Club's gaming business until such appointee is approved as an associate under the relevant section of the Gambling Regulation Act and if a director fails to apply or fails to be approved as an associate as provided under the relevant section of the Gambling Regulation Act or the Liquor Control Reform Act they shall be disqualified as a Director.

THE STRATEGIC PLAN

Our Vision:

The Ballarat Golf Club will strive to be an outstanding golf and social destination, service oriented and responsive to members and guests.

Our Mission:

To provide high quality golfing and social experiences in an inclusive, responsive, and professional environment.

Our Overarching Objectives

The Vision and Mission of Ballarat Golf Club will be achieved by implementing the overarching objectives through the goals and targets identified the Strategic Plan 2023 – 2027 document.

- **Course:** to provide the best possible playing surfaces for golfers at all times
- **Golf:** to provide a comprehensive range of supportive golfing services and golfing opportunities to members and guests
- **Governance and Management:** to ensure strong Club financial performance through stable governance, financial monitoring and quality staffing while operating the Club in a transparent and regulation compliant manner
- **Clubhouse:** to offer a consistently high standard and variety of food and beverage, and provide a quality social and corporate experiences for members and visitors
- **Future:** to investigate revenue streams and business opportunities that will strengthen the Club's financial position

The Board operates with

1. Optimism & Confidence
2. Integrity
3. Honesty
4. Professionalism & Self Discipline
5. Trust

The Board

1. Supports our community to the best of its ability
2. Supports a friendly & welcoming environment for all patrons
3. Strive to make the club an employer of choice in the region
4. Enhance the assets of the club
5. Promote the game of golf

Recommended Skill set required to be a Director

1. a high degree of integrity and standing in the community
2. tolerance of views
3. business and strategic thinking, planning and leadership skills
4. ability to read and understand financial statements
5. ability to listen, analyse, think clearly and work well with others
6. willingness to attend meetings, ask questions and take responsibility

Board Duties & Responsibilities

1. The role of the board is contained in the Rules
2. Directors will abide by their Code of Conduct
3. Directors are responsible individually and collectively for the stewardship and sustainability of the club to achieve its goals.
4. Club policies are determined by its Board of Directors
5. In particular, the Board of Directors will add value by:
 - 5.1. Providing strategic direction to the club by constructive engagement in the development, execution and modification of the club's strategy
 - 5.2. Ensure that all regulatory requirements are met
 - 5.3. Appointing the General Manager
 - 5.4. Approve the appointment of the following managers — Operations Manager & Course Superintendent
 - 5.5. Monitor the performance of the General Manager and, through the President, provide constructive advice on improvement.
 - 5.6. Approve policies for terms and conditions of employment in the club, including remuneration of management and staff
 - 5.7. Communicate to members.
 - 5.8. Providing advice and counsel to management on a periodic and ad hoc basis, adding strategic value
 - 5.9. Ensuring appropriate compliance frameworks and controls are in place
 - 5.10. Approving policies governing the operations of the club
 - 5.11. Monitoring financial results on an ongoing basis.
 - 5.12. Ensuring the Board's effectiveness by operating as a team

- 5.13. Ensuring the club's business is conducted ethically and transparently
- 5.14. Take a leadership role in the oversight of Sub Committees as delegated by the Board
- 5.15. Overseeing strategic risk management
- 5.16. Overseeing OHS compliance
- 5.17. Overseeing of succession plan for Board & Senior Management

Board Members Code of Conduct

As a member of the Board of Directors you are expected to

Listen carefully to your fellow board members

- Carefully consider and respect the opinions of your fellow board members
- Respect and support all majority decisions of the board
- Recognise the authority vested in the board
- Keep well-informed of developments relevant to issues that may come from the board
- Participate actively in board meetings and actions and not discuss elsewhere what you are unwilling to discuss in board meetings.
- Bring to the attention of the board any issues you believe will have a significant effect on our organisation or those we serve
- Attempt to communicate the needs of those we serve to the board of directors
- Refer complaints directly to the proper level on the chain of command
- Recognise your job is to ensure that the organisation is well managed, not necessarily to manage the organisation
- Consider yourself a “trustee” of the organisation and do your best to ensure it is well-maintained, financially secure and always operating in accord with our stated objectives
- Acknowledge conflicts of interest between your personal life and your position on the board and abstain from voting or attempting to influence issues in which you are conflicted

As a member of the Board of Directors, you must not:

- Criticise fellow board members or their opinions outside of the board room
- Use the organisation or your position for your personal advantage or that of your friends, relatives or associates
- Discuss the confidential proceedings of the board outside the board room
- Promise how you will vote on an issue before hearing the discussion and becoming fully informed on that issue
- Interfere with the duties of staff or undermine the authority of our staff executive to perform his/her duties
- Speak for or on behalf of the organisation unless specifically authorised to do so

Induction of New Directors

New directors will be provided with an induction program conducted by the President & General Manager. As a guide it will provide advice to new members of the Board on:

- Matters the club has under active consideration and issues that it is dealing with.
- Update on the club's financial position.
- Clarification as necessary on the roles of Directors.
- Relevant Acts of Federal & State Parliament
- Code of Conduct
- New Directors are required to have relevant government checks completed within 6 week period

This program is to be completed in the first week of being elected to the Board

Separation of Responsibilities

The matrix identifies where responsibilities lie regarding major activities within governance and operations. It provides a clear division between the Board & the General Manager

Area	Board	GM
Long-Term Goals (1 + years)	Approves	Provides Input
Short-Term Goals	Monitors	Establishes & Executes
Day-to-Day Operations	No Role	Makes All Management Decisions
Budget	Approves	Develops/ Recommends
Capital Purchases	Approves	Prepares Requests
Decisions on Renovations/Expansions	Approves	Provides Input/Signs Contracts
Supply Purchases	Sets Policy	Purchases/ Maintains Audit Trail
Major Repairs	Approves	Quotes/Prepares Recommendation
Minor Repairs	Sets Policy/Spend Limit	Authorise Repairs to spend limit
Emergency Repairs	Works with GM	Notifies Board Chairperson
Cleaning & Maintenance	No Role	Sets up Schedule
Pricing	Sets Policy	Develops Pricing Schedule
Gaming Nominee	Approves	
Liquor Nominee	Approves	Acts
Hiring of General Staff	No Role	Approves All Hiring
Key Managerial Staff	Approves	Interviews/Makes Recommendation
Staff Development	No Role	Establishes
Staff Grievances	No Role	Grievances Stops with GM
GM Grievances	With President	Prepares any requests
Members Grievances	Works within Rules	Investigates
Staff Salaries	Allocates in Budget	Approves Salaries
Staff Evaluation	Evaluates GM	Evaluates Other Staff

Directors Succession Planning

- Ensuring that there is a high standard of knowledge and experience amongst Board members is essential for the effective execution of the Boards responsibilities.
- When standing for election, Members should consider the implications for being a member of the Board for one or two terms, and in that time identify members of the club who would make worthy replacements when their time to depart the Board occurs. This does not prevent others applying to join the Board in accordance with the club's rules, but it does identify people who may not have considered providing such service by having their potential value recognised by the Board

New to a board or committee? An introduction to your role

Legal information for community organisations

This fact sheet covers:

- ▶ role of a board or committee member
- ▶ legal obligations of board or committee members
- ▶ personal liability of board or committee members
- ▶ what board or committee members should know about their organisation



As a new board or committee member, you should understand the role of the governing body you sit on and your role as a member of that body. Understanding your role as a board or committee member is fundamental to the good governance of your organisation and, ultimately, its success.



Disclaimer

This fact sheet provides general information about the role of a board or committee member. This information is a guide only and is not legal advice. If you or your organisation has a specific legal issue, you should seek legal advice before deciding what to do.

Please refer to [the full disclaimer](#) that applies to this fact sheet.

The terms we use in this fact sheet

We use the terms 'board', 'board member' and 'member' in this fact sheet. These terms are used in a generic sense to refer to the decision-making body of an organisation, the people that form the decision-making body, and the group of stakeholders that the decision-making body serves.

The description of the decision-making body differs between organisations. The principles explained in this fact sheet apply to the decision-making body and the people on the decision-making body of your organisation no matter what it may be called.

In this fact sheet we use:	The equivalent name used by your organisation might be:
Board	Committee, Committee of Management, Council
Board member	Committee member, Director, Councillor
Constitution	Rules, rule book, governing document

People involved in the running of an organisation

There are many different roles and people involved in the management of an organisation. These people may be members, employees, volunteers, clients and customers.

As a board member, it's important that you understand your role and how that role differs from the roles of other people involved in your organisation. This is because, legally, you have different relationships and duties to other people involved with your organisation. If you don't understand your role in your organisation and the legal relationships that exist between yourself and others, it can be difficult for you to properly perform your role as a board member.

The role of a board

The board of an organisation has an important role to play. The board is made up of the board members and forms the leadership group of an organisation.

The board is primarily responsible for governing, overseeing the affairs of, and making strategic decisions for an organisation on behalf of its members, noting that the board is appointed by the members of the organisation.

The precise role and responsibilities of a board may vary depending on the context and circumstances of an organisation's objectives and operations. The extent and scope of a board's authority is set out in the organisation's constitution (the rules under which an organisation is governed).

Generally, a board will be responsible for governing and overseeing the affairs of the organisation. This includes:

- making decisions about planning, resources, strategic direction, goals and activities of the organisation
- monitoring the performance and activities of the organisation against its legal purposes and strategic plan
- overseeing risk management for the organisation
- recruiting, overseeing and supporting the management personnel of the organisation (for example, the Chief Executive Officer if the organisation has this role)
- monitoring the performance of management personnel
- ensuring the sustainability of the organisation by monitoring its financial viability and finances
- making decisions about whether to take disciplinary action against a member
- reporting to members and stakeholders, and
- ensuring the organisation operates within the law, including maintaining its charitable status if it is a charity

To properly oversee an organisation's affairs, a board should consist of diverse members that have a mix of different skill sets, knowledge and experiences. A skills matrix can be used to identify the skills, knowledge, experience, capabilities and diversity needed for a board to meet the current and future needs of the organisation.

The role of a board member

A board member has a defined role and responsibilities that they must perform. Generally, a board member is responsible for contributing to the collective decision making of the board. A board member is generally unable to make decisions for the organisation independently of other board members.

A board member is responsible for:

- understanding the business of the organisation and being aware of key developments
- attending and participating in board meetings
- being active in the organisation, such as by attending functions or events as a representative of an organisation
- attending the Annual General Meeting
- providing advice, opinions and independent judgment to inform board decisions
- declaring and monitoring actual or perceived conflicts of interest, and
- governing and overseeing an organisation's operations and performance

Boards will normally specify roles that each board member is to perform. These roles could include:

- **Chair, Chairperson or President** – runs meetings and usually represents the organisation at public events
- **Deputy chair, Vice-chair or Vice-president** – takes on the role of the Chair when that person is unavailable
- **Treasurer or Financial officer** – manages the financial affairs of the organisation
- **Secretary** – reports to the relevant regulators, organises meetings, deals with documents and maintains records

The people who take on these positions are sometimes called 'officers', 'office bearers' or 'office holders' of the organisation.

If you are required to perform a specific role on a board, you should familiarise yourself with the responsibilities of that role and make sure you have the appropriate skills to perform the role.

You may find information about the responsibilities of a specific role in an organisation's constitution (which may also be referred to as 'rules') and related documents (such as board or committee charters or by-laws), external resources (such as legislation or guides published by governance bodies), and an organisation's policies and procedures.

Typical board structure and roles



President or
Chairperson



Vice-president
or Vice-chair



Treasurer



Secretary



General board
members



The difference between a board member's role and other roles

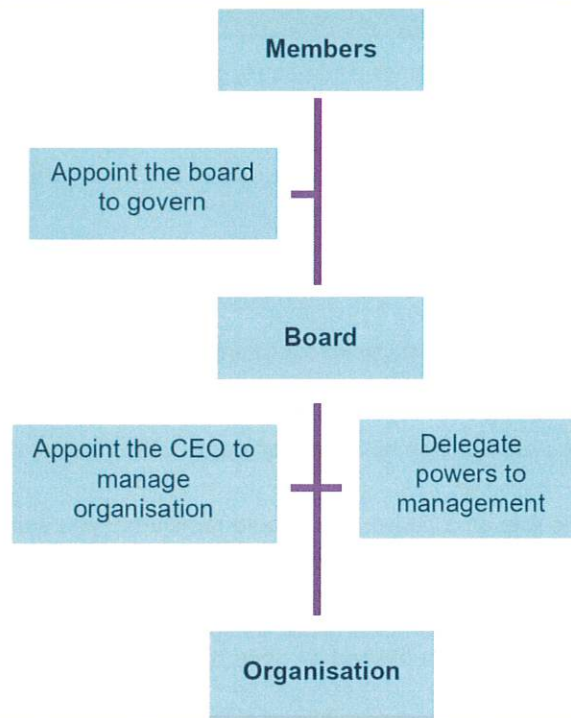
A board member's role is a strategic position in an organisation and a board member is responsible for governing their organisation. This should not be confused with the management and operational aspects of an organisation (that is, the everyday running of the organisation).

In larger organisations, operational matters are likely to be performed by employees like an Executive Director or CEO, or other staff and volunteers. Unless you also hold an executive (managerial) role, it's not your responsibility as a board member to perform or be involved in the day-to-day running of your organisation. In smaller organisations board members might be involved in day-to-day matters, but they must still be clear about their responsibility as directors to provide overall governance for the organisation.

The board may delegate certain powers to senior officers, such as the CEO or Chief Financial Officer, or committees of an organisation. Delegating certain decision-making powers and responsibilities allows routine operational matters to be dealt with by authorised individuals, on behalf of an organisation. It's important to remember, however, that the board remains ultimately responsible for the organisation even if it has delegated certain matters.

'Delegations of Authority' (or documents with a similar name, such as a power of attorney) set out who in your organisation has been delegated powers and responsibilities by the board. This document needs to be formally agreed to by the board and should be reviewed and updated regularly to ensure that it is kept up to date.

The diagram below sets out the relationships between members, a board and an organisation.



Board member obligations

Sources of obligations

As a board member, you have legal obligations (or 'duties') that you must comply with and understand.

These duties arise from a fiduciary relationship (a relationship of trust and confidence) that you have with the organisation and are supported by a number of sources, including:

- legislation
- common law
- the organisation's constitution or rules, and
- the organisation's policies

Summary of obligations

There are four main legal duties that all board members must understand and comply with.

Four main legal duties of board members

1. Duty to act in good faith and for proper purposes

2. Duty to act with reasonable care, skill and diligence

3. Duty not to improperly use position or information

4. Duty to disclose and manage conflicts of interest

We have summarised the four main legal duties below, but be aware that there are other duties that all board members must comply with.

Board members who breach these duties may be held personally liable (legally responsible) for their breach (see below). It is therefore essential that you properly understand your duties and obligations as a board member.

1. Duty to act in good faith and for proper purposes

The duty to act in good faith requires board members to act honestly, fairly and loyally in furthering the best interests of the organisation to which they are appointed. This means you must put the interests of the organisation above your own when making board decisions.

Board members must also act only for proper purposes. This means when you make decisions, those decisions must be for the benefit of the organisation.

An organisation's constitution sets out the scope of a board's decision-making powers. Under your organisation's constitution, the board may have the power to make decisions regarding certain matters, but not others. You should familiarise yourself with your organisation's constitution, to understand the power conferred on the board and ensure the board only makes decisions within the scope of this power.

2. Duty to act with reasonable care, skill and diligence

Board Members are required to exercise a reasonable degree of care, skill and diligence at all times in the discharging of their powers and duties. This will involve monitoring and making decisions about the strategic direction of the organisation and keeping on top of financial affairs. For example, board members must ensure the organisation is trading while solvent (that is, the organisation will be able to pay its debts as and when they become due and payable). See below for details about the financial aspects of the duty.

You must take your role seriously and give sufficient time, thought and energy to the tasks you perform, and the decisions you are required to make as a board member. For example, you must spend time properly preparing for board meetings and commit to attending those meetings regularly.

Board members may be appointed because they have specialised knowledge or skills. In these circumstances, the knowledge and skills a board member has should be used for the benefit of the organisation and applied when making decisions. Board members are not necessarily required to have any special expertise, however all board members should have a basic level of financial literacy so they can understand the financial operations of the organisation. For example, board members should be able to read and understand the organisation's financial statements or undergo training to develop this skill.

The duty to be diligent requires board members to be thorough in their decision-making process and demonstrate an active interest in the organisation's affairs. Diligence requires board members to keep up to date with developments in the organisation's business, to ask for more information if needed to make a decision or seek out skills or professional advice when necessary. While you are able to seek advice from experts (including multiple experts), as a board member, you must still make your own independent decisions.

As part of the duty to act with reasonable care, skill and diligence, board members should take particular care with regard to the finances of the organisation.

Board members must

- **Make sure the financial affairs of the organisation are managed responsibly**

Charitable organisations are held to a high standard and are required to have robust financial controls in place to ensure their resources are used effectively and appropriately in pursuit of their objects (as set out in the organisation's constitution). To meet this standard, it's recommended that board members:

- read and understand financial statements and make enquiries if they don't understand them or if something doesn't look right
- make sure the organisation has the resources required to carry out its work by regularly reviewing its financial position, ensure the processes for handling finances is secure and protected from financial crime and fraud
- understand and implement the organisation's requirements for proper tax treatment, fundraising and acquiring of government grants, and
- implement strong financial controls, having regard to the complexity and size of the organisation's resources (for example, requiring multiple signatures on payments, keeping a budget and tracking the organisation's performance against it, and, in larger organisations, establishing clear financial

delegations, which might mean requiring the CEO to seek approval for any expenditure over a certain amount)

- **Not allow the organisation to operate while insolvent**

This means that if a board member reasonably suspects that the organisation is not in a financial position to pay all its debts as and when they become due and payable, then that person should take all reasonable steps to prevent the organisation from incurring further debt and seek professional advice. Board members should be well placed to meet this duty if they are regularly reviewing and are constantly aware of their organisation's financial position.

3. Duty not to misuse position or information

Board members hold a position of power and trust in an organisation. As a board member you will have access to confidential and important information about your organisation. It's important that you don't use your position or information to gain an advantage for yourself. A board member is required to use their position, and all information they encounter because of their position, to benefit the organisation only. You must not use your position, or information gained from your position, to benefit yourself or to harm the organisation.

4. Duty to disclose and manage conflicts of interest

This legal duty requires a process for handling conflict-of-interest situations. Conflicts of interest are common and must be disclosed and managed properly.

A conflict of interest arises where a board member finds themselves in a position where their own interests, or someone else's interests (such as a friend or family member) clash with the interests of the organisation, or where the board member may improperly benefit from their position on the board. For example, if you made a decision as a board member to enter into a contract with a supplier to whom you are related, that could result in you personally benefitting from that decision. You would therefore be in breach of this duty unless you disclosed the nature and extent of the conflict to the board and the conflict is managed by the board appropriately.

If you realise that you have a conflict of interest you must disclose that interest to the board as soon as possible and avoid taking part in board decisions or discussions that relate to your conflict of interest. Importantly, you must record the conflict and the steps you will take to avoid the risks of the conflict of interest arising. You may be able to participate in a board decision where you have a conflict of interest if you have told all the other board members about the conflict and they have agreed that you can still participate, but the better course of action is to avoid the conflict of interest by not participating in such decisions.

The organisation will keep a register of declarations of conflicts of interest. As a board member you must ensure the register is up to date in order to properly manage any conflicts of interest that may arise.



For more information about the four main legal duties, see our [Duties Guide](#).

Personal liability of board members

Board members are typically not personally liable (that is, legally responsible) for the debts or consequences arising from an organisation's actions or decisions.

There are some circumstances where a board member can be held personally liable for their organisation's debts or may be subject to regulatory action (or both). For example, a board member may be subject to penalties as a result of their own actions, and they may also be held liable for the actions of the organisation they govern where that organisation has breached a law.



The following information highlights some areas where board members may be held personally liable for the debts or actions of their organisation. This is not a comprehensive list.

Area of law	Description	Potential penalties
Directors' duties	As discussed above: - duty to act in good faith and for proper purposes - duty to act with reasonable case, skill and diligence - duty not to dishonestly use position or information, and - duty to avoid conflicts of interest	Significant fines, liability for loss suffered by the company, disqualification from acting as a director of a company or (in extreme cases) a term of imprisonment. These penalties vary according to the offence and whether the person is a director of a company or incorporated association.
Employment	The <i>Fair Work Act 2009</i> (Cth) (Fair Work Act) covers the rights and responsibilities of employers and employees in the workplace. It covers unfair dismissal, the National Employment Standards, adverse action and redundancy. Board members can be held personally liable for breaches where they were 'involved' in that breach. A person is involved in a breach if they have aided, abetted, induced, were knowingly concerned in, or have conspired to give effect to the breach. Board members can also be personally liable for acts committed in breach of anti-discrimination legislation if they have caused, instructed, aided, permitted, authorised or assisted another person to contravene that legislation.	Significant fines for a breach of the Fair Work Act. Directors found personally liable may also be exposed to orders to pay compensation or damages.
Tax	Organisations are required to make pay as you go (PAYG) payments on employee income (for example, on salary and wages paid to employees). Where an organisation fails to pay PAYG, income tax instalments or superannuation guarantee payments, board members may be personally liable for these amounts. Where a director penalty notice is issued to a board member, they have 21 days in which to rectify the situation. An organisation may be required to make goods and services tax (GST) payments. The GST rate in Australia is 10% and is often charged by the organisation to consumers and paid to the ATO by the organisation. A director of an organisation should be aware of their requirements and obligations in respect of making GST payments. Failure to do this may result in the board member being personally liable for unpaid GST amounts. Where a director	The PAYG withholding amounts owed by the organisation. The unpaid GST amount owed by the organisation.



penalty notice is issued to a board member, they have 21 days in which to rectify the situation.

Where an organisation commits a tax offence, including failure to produce information or making false or misleading statements, board members of the company are deemed to have also committed that offence.

Board members may avoid liability by demonstrating they did not aid, abet, counsel or procure the act or omission of the organisation and were in no way involved. Board members should be able to demonstrate that an effective tax control framework that managed the tax risk was established.

Significant fines or a term of imprisonment.

Superannuation

Employers must pay a compulsory superannuation contribution for salary or wage payments for all eligible employees. The contribution must be paid on time, in full and to the employee's chosen account. Payments must be made at least four times a year, by the quarterly due dates.

Where superannuation payments are underpaid, late or paid to the wrong account, the ATO will impose the superannuation guarantee charge (SGC). This includes the amounts owing, interest and administration fees. Penalties may also apply. In certain circumstances board members can be personally liable for unpaid superannuation.

The SGC and financial penalties imposed by the ATO.

Insolvent trading

A company is insolvent when it is unable to pay its debts as and when they fall due. When there are reasonable grounds for suspecting that the organisation is insolvent, or is likely to become insolvent as it is unable to or will be unable to pay its debts as and when they fall due, board members must prevent the organisation from incurring further debts and should seek legal advice about the company's financial position.

Payment of compensation, a pecuniary penalty order, disqualification from acting as a director of a company or a term of imprisonment.

These obligations are extended, so that where a payment is made to the ATO in respect of a PAYG or superannuation guarantee charge obligation and this payment is set aside due to these insolvent trading provisions, board members can be held personally liable.

Board members should keep adequate financial records so they can correctly record and explain transactions and the

The outstanding amounts in respect of the PAYG or superannuation guarantee charge.



organisation's financial position and performance. If a board member suspects the organisation is in financial difficulty, it is important they seek professional accounting or legal advice as early as possible.

Work or Occupational Health & Safety

An organisation must, so far as is reasonably practicable, eliminate or minimise the risk of harm to the health and safety of all workers while at work. Where this duty is breached by the organisation due to a board member failing to take reasonable care, the board member is guilty of an offence.

In some states and territories of Australia, directors must exercise due diligence to ensure the organisation is complying with its safety obligations.

Significant fines or a term of imprisonment.

Any person involved in the management or control of the organisation must ensure that the workplace is safe and without risks to health. This is limited to matters over which they have management or control.

Significant fines or a term of imprisonment.

Environment protection

The environmental protection laws of the Commonwealth and the states and territories vary significantly. Offences under Commonwealth and state laws include the emission of ozone depleting substances, leakage or spillage of harmful substances, disposal of waste without authority and actions significantly affecting listed species.

Board members can be personally liable where:

- they knew or were reckless or negligent to whether the contravention would occur
- they were in a position to influence the conduct of the organisation, and
- they failed to take reasonable steps to prevent the contravention

Significant fines or a term of imprisonment.

Cartel conduct

A cartel exists where multiple organisations agree to act together instead of acting in competition with one another. A cartel is made up of independent businesses and attempts to increase members' profits while maintaining the illusion of competition. There are four main types of cartel conduct:

- price fixing – where the organisations agree to fix a price for the product or service that they are offering

Significant fines, disqualification from acting as a director of a company or a term of imprisonment.



- allocating territory between competitors – where the organisations agree to divide market territory between themselves to reduce or eliminate competition between themselves in respective territories
- bid-rigging – where organisations agree what prices they should make their bids at to agree who will win a tender, and at what price, and
- restricting production output – where organisations agree to control the amount of output of the product or service they will provide

Board members can be personally liable if they have aided, abetted, induced, were knowingly concerned in, or have conspired to give effect to a breach of these provisions.

Australian Consumer Law

The Australian Consumer Law is a single, national law that governs consumer protection in Australia.

This has particular relevance to false or misleading representations and conduct, defective products and warranties and guarantees in trade or commerce.

Board members will be personally liable where they have attempted, have successfully carried out or have aided or abetted, a contravention of these provisions.

They will also be liable where they have induced another to commit a contravention or have conspired or been knowingly involved in such a contravention.

Significant fines, disqualification from acting as a director of a company, an action for damages or compensation orders.



Director & Officer Insurance

There are limits on an organisation's ability to protect board members against personal liability. An organisation may be able to indemnify (reimburse) directors for penalties or legal fees incurred while acting as board members, and incorporated associations in Victoria must do so. But certain liabilities can't be covered, for example liabilities under health and safety legislation. An organisation might also not have sufficient resources to cover all potential liabilities of board members.

It's therefore important that you consider Directors & Officers (D&O) insurance.

D&O insurance policies are designed to protect board members against personal liability for claims that may arise out of the decisions they make while on the board. D&O insurance policies provide varying levels of cover and can be tailored to suit your needs, so it's important that you carefully consider what policy is most appropriate for the organisation.



See our [insurance and risk management guide](#) for more information. Victorian incorporated organisations should also refer to the [indemnity for office holders of incorporated associations fact sheet](#).



Caution

D&O insurance will not cover board members under certain circumstances, including intentional breaches of the law, fraudulent or otherwise criminal activity, wilful breaches of duty, improper use of position or of information, or where the board member has obtained illegal remuneration or acted for personal profit.

Insured D&O's also have a legal obligation to disclose everything reasonably relevant to the insurer's decision to insure which will apply before entering into an insurance policy at the time of any renewal, variation, extension or reinstatement.

Understanding your organisation

A board member should understand the organisation they will be governing to properly discharge their duties. To understand the organisation, ask yourself the following questions:

What are the organisation's purposes?

It's important to understand the stated purposes of the organisation, as this will shape its short and long-term goals and the strategy for achieving them.

As a board member you must govern the organisation in line with its purpose and always keep the reason for which the organisation exists in mind. To find information about the organisation's purposes, read the organisation's constitution and other strategic documents such as business plans, strategic goals or vision statements.

What is the organisation's legal structure?

Different legal structures are used within the not-for-profit sector – these include companies limited by guarantee, incorporated associations and trusts.

Generally, the obligations attached to your role as a board member are consistent across these structures. However, each of these structures brings different benefits and challenges – such as where the organisation may operate, the cost of these operations and information reporting requirements.



Tip

You may consider seeking professional advice on changing the structure of the organisation as the organisation develops – although this can be a costly exercise.

Is the organisation a charity?

If the organisation is registered as a charity with the Australian Charities and Not-For-Profits Commission (ACNC), it may:

- be eligible for certain Commonwealth grants and charity tax concessions from the Australian Taxation Office (ATO), and
- mostly report to the ACNC rather than the Australian Securities and Investments Commission (ASIC) (in the case of a company limited by guarantee) or a state or territory regulator (in the case of an incorporated association)

This means the organisation may have fewer reporting obligations to ASIC or a state or territory regulator, but it will have to report annually to the ACNC (subject to a few specific exceptions). It's important that the board members are familiar with their organisation's reporting requirements.

Can your organisation access tax concessions?

Once an organisation is registered with the ACNC (if applicable), it may be eligible for tax concessions such as income tax exemption, GST concessions and fringe benefits tax rebates or exemptions.

Some charities, if they meet legislative requirements, can also obtain deductible gift recipient (**DGR**) status, meaning that donors can claim their donations as an income tax deduction. To obtain DGR status, an entity must be endorsed by the ATO and may also need to get approval from other government departments. The process of obtaining DGR status is complex and professional advice and support may be required.



To learn more about these concessions including DGR status, visit the [ACNC website](#) and our [tax webpage](#).

Who are the organisation's members?

As a board member, you need to understand the demographics of the organisation's members.

This will help you determine:

- which member benefits and events are the most appropriate to offer, and
- which forms of communication are most appropriate for engaging with your members, including Annual General Meetings, newsletters, email updates and social media

What is the composition of the board?

To be effective, a board needs the right group of people with the right set of skills – for example, financial literacy, not-for-profit or philanthropic experience, industry or management experience and, of course, passion for the cause.

It will be important to understand where the board's strengths and weaknesses lie in these areas.

This skills matrix will be particularly important in larger and growing organisations which seek to share the workload among directors and streamline board functions through sub-committees.

Common sub-committees include:

- nomination or human resources committees
- audit and risk committee, and
- fundraising committee

Who are other important stakeholders?

Other key individuals and entities that may be concerned with the organisation include customers, volunteers, organisations with a similar purpose, funders and regulatory bodies such as the ACNC, ASIC and the ATO.

Stakeholders may have competing interests which need to be managed effectively by the board to ensure the organisation continues to run smoothly.

Where does funding come from?

Each organisation's sources of funding can vary significantly, depending on the size and purpose of the organisation.

Common sources of funding include:

- donations from the public
- bequests from a deceased estate
- fundraising from public activities



- membership fees
- corporate sponsorship
- government grants, and
- fees for services

Grants, bequests and sponsorships are often made for a specific purpose. You should familiarise yourself with all obligations or conditions which attach to these funding arrangements.

What are the key contracts?

As a board member, it's important that you are aware of the main risks and obligations attached to any ongoing contracts that are central to the organisation's activities.

Depending on the size of the organisation, board members may be required to sign high value or high risk contracts the organisation enters into. Whether this is required is something to be determined by the board.

The board should receive regular updates at its meetings regarding any changes to the key contracts of the organisation, as this may substantially affect its funding and its ability to engage in its ordinary activities.

What are the organisation's key risks?

As board members, you need to manage the risks to the organisation. It's critical that you put the correct risk management governance structures (such as a risk management framework and regular risk assessments) in place.

Larger organisations may also have a risk management sub-committee and designated risk management employees. This will all assist the board and the organisation to properly manage and mitigate any risks to the organisation.



To learn more about running an organisation, see our webpages on [who runs the organisation](#) and [how to run the organisation](#).

Ballarat Golf Club Incorporated

(ABN 49 867 479 929)



Rules of the Club

Date of Adoption:

25th of March 2024

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The Rules of Ballarat Golf Club Incorporated
(ABN 49 867 479 929)

1. DEFINITIONS AND INTERPRETATION.

1.1 Definitions

(1) In these Rules unless the context otherwise requires.

(a) **Associations Act** means the Associations Incorporation Reform Act 2012;

(b) **Authorised Gaming Visitor** means as defined in the Liquor Act.

(c) **Board** means the Board of the Club comprising the Directors acting collectively;

(d) **By-law** means a by-law made by the Board under clause 15.9(3);

(e) **Candidate** means, as the context requires, a person nominated for membership of the Club, for the purposes of clause 9.7, or an Eligible Member nominated for election to the Board, for the purposes of clause 15.4;

(f) **Captain** means an Eligible Member who is duly elected to the position of Captain of the Club in accordance with these Rules;

(g) **Club** means Ballarat Golf Club Incorporated (ABN 49 867 479 929);

(h) **Club premises** has the same meaning as the term has in the Liquor Act;

(i) **Director** means a person elected or appointed in accordance with clauses 15.4 or 15.5 and includes a person appointed as an Officer;

(j) **Eligible Member** means a member of the Club who is a member of any of the categories of membership comprising the General Body and who has, subject to clauses 10.3(2) and 10.3(3), paid all current entrance fees, subscriptions, and other moneys;

(k) **Finance Director** means an Eligible Member who is duly elected to the position of Finance Director of the Club in accordance with these Rules;

(l) **General Body** means the members in the divisions as defined in these Rules;

(m) **GST** means tax that is payable or imposed, as a goods and services tax, under the "GST Law" as that term is defined in A New Tax System (Goods & Services Tax) Act 1999 (Cth);

(n) **Licensed Premises** has the same meaning as the term has in the Liquor Act;

(o) **Liquor** has the same meaning as the term has in the Liquor Act;

(p) **Liquor Act** means the Liquor Control Reform Act 1998 (Vic);

(q) **Member** means a person who is a member of any category of membership of the Club and who has, subject to clauses 10.3(2) and 10.3(3), paid all current entrance fees, subscriptions and other moneys;

(r) **Month** means calendar month;

(s) **Officer(s)** means a Director (or Directors) elected to fill the position of President, Vice-President, Captain and Finance Director or any of them;

(t) **Other Membership Categories** means the members in the divisions as defined in these Rules;

(u) **President** means an Eligible Member who is duly elected to the position of President of the Club in accordance with these Rules;

(v) **Proposer** means an Eligible Member who nominates a Candidate for election to:

(i) membership of the Club, under clauses 9.7: or

(ii) the Board, under clause 15.4;

(w) **Purposes** means the purposes for which the Club was established, and-continues to operate, as set out in Clause 4;

(x) **Register of Members** means the register kept by the Secretary in accordance with clause 9.3;

(y) **Registered Office** means the registered office of the Club;

(z) **Rules** means these Rules as amended from time to time;

(aa) **Seconded** means an Eligible Member who seconds the nomination of a Candidate for election to:

(i) membership of the Club, under clause 9.7: or

(ii) the Board, under clause 15.4;

(ab) **Secretary** means a person appointed as secretary or General Manager/Secretary to the Club under clause 16.1 and includes an acting secretary appointed under clause 16.1(2);

(ac) **Special Resolution** means any resolution proposed by the Board or members of which notice is required for that resolution to be put to a General Meeting of the Club as a special resolution.

(ad) **Spouse or Fiancé** includes a de facto spouse or fiancé or partner in a same sex relationship;

(ae) **State** means the State of Victoria;

(af) **Subscription** means all subscriptions and levies payable by a member to the Club and includes annual subscriptions;

(ag) **Vice-President** means an Eligible Member who is duly elected to the position of Vice-President of the Club in accordance with these Rules;

(ah) **Week-day** means a day Monday to Friday (both inclusive); and

(ai) **Year** means the Financial Year of the Club not being a period of more than 12 months as determined by the Board.

1.2 Interpretation

(1) Reference to:

(a) one gender includes the other;

(b) the singular includes the plural and the plural includes the singular;

(c) except in relation to the Categories and Divisions of Membership a person includes a body corporate;

(d) a party includes the party's executors, administrators, successors and permitted assigns;

(e) a statute, regulation or provision of a statute or regulation (Statutory Provision) includes:

(i) that Statutory Provision as amended or re-enacted from time to time; and

(ii) a statute, regulation or provision enacted in replacement of that Statutory Provision; and

(f) money is in Australian dollars, unless otherwise stated.

(2) "Including" and similar expressions are not words of limitation.

(3) Words or expressions contained in these Rules must be defined or interpreted in accordance with the Interpretation of Legislation Act 1984 (Vic) and the Associations Act:

(a) where to do so would enable the Club to comply with the law applicable to it; or

(b) where the word or expression is not defined or interpreted elsewhere in this clause.

2. NAME.

The name of the Club is the "Ballarat Golf Club Incorporated."

3. SAVING.

All:

(1) elections, appointments, entitlements;

(2) rules (other than the previous Rules of the Club) or By-laws;

(3) transactions, subscriptions, liabilities or rights,

made, issued, acquired or incurred under the previous Rules of the Club continue, subject to these Rules, to have the same status, operation and effect as if the previous Rules of the Club were still in force.

4. PURPOSES.

The purposes for which the Club is established are:

(a) To promote the sporting and social welfare of its members;

(b) To provide and maintain a golf course, Club premises and other recreational and ancillary facilities to promote and enhance the enjoyment of the games of golf and other sports and pursuits;

(c) To promote and conduct competitions, tournaments and other like events;

(d) To provide recreational and entertainment facilities and equipment, meals and refreshments for members and their guests;

(e) To ensure the facilities of the Club are available for enjoyment to the same extent by both genders save and except that the Club may conduct competitions and reserve tee times for members and visitors based on the competitive standard, age, disability or sex of such members and visitors as permitted by the Human Rights & Equal Opportunity Commission (Victoria) and the relevant legislation under which the Commission operates;

(f) To engage in other activities ancillary to the above purposes for the promotion of the game of golf and the provision of associated facilities to the members;

- (g) To apply for and hold any such registration and or licence to enable the Club to provide for or sell to members and their guests gaming, liquor, tobacco or any other goods such registrations and or licences allow, and to reapply as necessary for the renewal and extension of such registrations and licences;
- (h) To purchase, take on lease or in exchange, hire or otherwise acquire any lands, buildings, easements or property real and personal and any right or privileges which may be requisite for the purposes of, or capable of being conveniently used in connection with any of the purposes of the Club;
- (i) To enter into any arrangements with any Government or Authority that are incidental or conducive to the attainment of the purposes and the exercise of the powers of the Club; to obtain from any Government or Authority any right, privileges and concessions which the Club may think it desirable to obtain; and to carry out; exercise; and comply with any such arrangements, right, privileges and concessions;
- (j) To buy, sell and deal in all kinds of articles, commodities and provisions, both liquid and solid, for the members of the Club or persons frequenting the Club's premises;
- (k) To manage, improve, cultivate and maintain the lands and buildings of the Club and to demise, let, sub-let, exchange, sell or otherwise deal with and dispose of the lands and buildings, either together or in portions, for such consideration as the Club thinks fit;
- (l) To purchase, hire, lease, provide and maintain equipment, machinery, implements or other goods in connection with the Club's facilities;
- (m) To hire, employ, contract, remove or suspend any such persons considered necessary to effect and further the purposes of the Club;
- (n) To establish, promote, or assist in establishing and promoting, and to subscribe to, or become a member of, any corporation, association or club with similar purposes to the purposes of the Club or which may be beneficial to the Club;
- (o) To invest and deal with the moneys and other property of the Club not immediately required for its purposes with such security (if any) as the Board determines;
- (p) To raise or borrow money in such manner and upon such security (if any) as the Board determines;
- (q) To promote a culture of equal opportunity and non discrimination within the Club and its workplace and ensure compliance with relevant legislation in regard to these matters;
- (r) To ensure that the privacy of members, guests and employees of the Club are respected and that the Club complies with relevant privacy legislation in its operations;
- (s) To make donations for patriotic, charitable or community purposes; and
- (t) To do such other lawful acts and things incidental or conducive to the attainment of the purposes and exercise the powers of the Club.

5. ALTERATIONS TO THE GOLF COURSE DESIGN.

5.1 Integrity of Golf Course Design

It is the firm intention of the Club to safeguard the integrity of the Thomson Perrett designed golf course and that no significant change shall be made to the golf course which is contrary to the intent and strategy of the golf course design as shown in the Ballarat GC Master Plan Document 2008 by Thomson Perrett a copy of which is Schedule 1 to these Rules without:

- a) approval of the Board, and
- (b) a well credentialed golf course designer certifying in writing that the proposed change is consistent with the integrity of the original golf course design of Thomson Perrett and any previous duly made changes to that design;
- (c) Such designer providing detailed plans for the implementation of such change including a new or amended Schedule 1; and
- (d) Insertion of the new or amended Schedule 1 into these Rules being approved in the manner required for an alteration to these Rules.

6. APPLICATION OF THE CLUB'S PROPERTY.

6.1 Promotion of Purposes

The Club's income and property:

- (1) must be applied solely towards the promotion of the Purposes; and

(2) subject to clause 6.2, must not be distributed directly or indirectly to a member.

6.2 Permitted Payments

Nothing in these Rules prevents the payment of:

- (1) reasonable remuneration to a member in return for goods or services supplied to the Club by that member including reimbursement for expenses reasonably incurred by that member in providing those goods or services; or
- (2) principal and interest, at a rate not exceeding a normal commercial rate, on any money lent to the Club by a member; or
- (3) reasonable remuneration to a Director with such fees only to be approved by a simple majority of members at an Annual General Meeting.

7. WINDING UP.

7.1 Restrictions on Distribution of Surplus

On the winding up or dissolution of the Club, any property remaining, after satisfaction of all the Club's debts and liabilities must only be paid or distributed to another entity that is carried on predominantly for the encouragement of a game / sport or a charitable organisation and is not carried on for the profit or gain of its individual members.

7.2 Determination of Relevant Entity

The identity of the relevant entity to which property is to be distributed under clause 7.1 is to be determined:

- (1) by the ordinary resolution of members at or before the time of the voluntary winding up or dissolution of the Club;
- (2) in default of the making of such a resolution, by the Supreme Court of Victoria on the Club's application; or
- (3) in the case of involuntary winding up, by the liquidator or administrator.

8. REGISTERED OFFICE.

The Registered Office of the Club must be at such place in the State as the Board determines.

9. MEMBERSHIP.

9.1 Need for Election

The members of the Club are every natural person who is elected as a member of the Club in accordance with these Rules and belonging to a relevant category of membership set out in these Rules.

9.2 Categories of Membership

The categories of membership of the Club are:

- (1) The General Body - categories as per Schedule 2 and their divisions as per Schedule 3.
- (2) Other Membership - categories as per Schedule 2 and their divisions as per Schedule 3.

At no time shall Other Membership Division constitute more than 40% of the total membership of the club, excluding temporary or honorary members (but not Honorary Life Members), and persons who are members by reason only of reciprocal arrangements with another club person whose rights as members are limited to rights as social, gaming, or lifestyle member.

9.3 Register

- (1) The Secretary must keep and maintain a register of members that includes—
 - (a) for each current member—
 - (i) the member's name;
 - (ii) the address for notice last given by the member;
 - (iii) the date of becoming a member;
 - (iv) the category of membership;
 - (v) any other information determined by the Board; and
 - (b) for each former member, the date of ceasing to be a member.

9.4 General Body

The General Body must elect the Directors to manage the business and affairs of the Club in accordance with these Rules.

9.5 Privileges of the Club

(1) The members are entitled to use:

- (a) the Club's premises, including the Licensed Premises; and
- (b) the Club's golf course,
- (c) the Club's other ancillary facilities,

subject to the restrictions of their respective categories of membership as defined in the Schedules and as set out in these Rules and other legislation and licensing conditions as may apply.

(2) The Board may from time to time reserve tee times for competitions and in doing so, the Board will ensure that the Club's golf course are available for enjoyment to the same extent by members of either gender, save and except that the Board may conduct competitions and reserve tee times for members and visitors based on the competitive standard, age, disability or sex of such members and visitors as permitted by the Human Rights & Equal Opportunity Commission (Victoria) and the relevant legislation under which the Commission operates.

9.6 Vacancies

(1) The Board, in consideration of the members' reasonable enjoyment of the Club's facilities, may close applications to any membership category from time to time.

9.7 Nomination and Admission of Members

(1) To apply to become a member of the Club, a person must submit a completed prescribed application form applicable to the membership category applied for.

(2) The application must be accompanied by the appropriate entrance fee if any.

9.8 Consideration of Application

(1) As soon as practicable after an application for membership is received, the Board must decide by resolution whether to accept or reject the application.

- (a) Not less than two weeks may elapse between the date of nomination and the date of election of eligible members.

(2) The Club must notify the candidate in writing of its decision as soon as practicable after the decision is made.

(3) If the Board rejects the application, it must return any money accompanying the application to the applicant.

(4) No reason need be given for the rejection of an application.

(5) A person becomes a member of the Club and is entitled to exercise his or her rights of membership from the date, whichever is the later, on which—

- (a) the Board approves the person's membership; or
- (b) the person pays the entrance fee.

9.9 New Membership

(1) If an application for membership is approved by the Board—

- (a) the resolution to accept the membership must be recorded in the minutes of the Board meeting; and
- (b) the Secretary must, as soon as practicable, enter the name and address of the new member, and the date of becoming a member, in the register of members.

9.10 Change of Membership

(1) Any member may in writing apply to the Board for a change of their membership category and /or division.

(2) Any such change approved by the Board may result in additional fees and charges or refunds to the member as determined by the Board at the time of approval of the change.

(3) Any such change of category that requires payment of additional fees and charges shall not take effect until such fees and charges are paid.

9.11 Resignation of Membership

- (1) Any member may resign from membership of the Club by notice in writing addressed to the Secretary and left at the Registered Office.
- (2) Notwithstanding such resignation, a member who has resigned is liable to pay the full annual subscription for the Year in which the resignation is left at the Registered Office, unless the Board at its discretion determines otherwise.

9.12 Re-election of Former Members

- (1) A former member who has resigned from membership and who is re-elected to the Club is not required to pay an entrance fee except for the difference between the relevant entrance fee at the time of re-election and at the time of resignation.
- (2) Any such former member may only be re-elected to the Club in a membership category currently open to new members.

10. FEES & CHARGES.

10.1 Entrance fees

The entrance fees (if any) for all categories of membership shall be determined by the Board from time to time.

- (1) The Board may at its discretion from time to time establish different age brackets within the Young Adult Members category of membership as listed in the General Body solely for the purpose of determining, if it so decides, different annual subscriptions and any associated levies for these age brackets.

10.2 Annual subscriptions

- (1) The annual subscriptions and any associated levies for all categories of membership will be determined not less than yearly by the Board.
- (2) The Board must cause the annual subscriptions for the following year to be displayed in a conspicuous place at the Registered Office for the period of at least 28 days prior to the end of the current Year.
- (3) Where an election to membership takes place up to and including 31 days after the beginning of a Year the full annual subscription determined for that Year in relation to the new member's category of membership will be payable.
- (4) Where an election to membership occurs after 31 days from the beginning of a Year the subscription payable by the new member for that Year will be determined on a pro rata basis.

10.3 Payments to the Club

- (1) The Board may extend the time for payment of annual subscriptions, accept payment by instalments, or waive payment wholly or in part.
- (2) Except as provided in (1) above, annual subscriptions and levies are payable within 28 days after the date on which the account for same is sent by the Club to the member, on the extended date fixed by the Board, or on the dates fixed by the Board for payment of instalments (as the case may be).
- (3) A member shall cease to be an Eligible Member by virtue of non-payment of fees or levies imposed on the member under these Rules if such fees or levies are overdue by a period of 28 days after the due date for payment.
- (4) A member who has ceased to be an Eligible Member as a result of non-payment of such moneys will regain their status as an Eligible Member upon payment of such moneys unless the member is otherwise dealt with under clauses 10.3 (5), 10.3.(6) or 12.
- (5) If an existing member's subscription remains unpaid for a period of 28 days from the due date the Secretary must send a notice of default to the member.
- (6) If the subscription remains unpaid for a further period of 14 days from the date of sending the notice of default, the defaulting member's name will, unless the Board has exercised its discretion under clause 10.3(1), be struck off the Register of Members and thereupon the defaulting member will cease to be a member of the Club.

11. VISITORS AND GUESTS.

- (1) Guests, visitors and authorised gaming visitor may be admitted to the Club in accordance with the Association Act and the Liquor Act.
- (2) Visitors and guests are required to comply with all relevant Rules and By Laws of the Club whilst on the Club's property.

- (3) Green Fees for visitors may be waived at the discretion of the President, Captain or Secretary of the Club as they deem appropriate.
- (4) A member may invite guests into the Club Premises at any time, and immediately upon arrival, the guest's name, address and club (if any) must be recorded in one of the visitors' books provided by the Secretary.
- (5) Members are required to accompany their visitors and guests whilst they are anywhere on the grounds of the Club and are responsible for the behavior of the visitors.
- (6) The introducing member shall be held responsible for payment of all fees under this rule.
- (7) Authorised Gaming Visitors may be admitted to the Club upon the signing of the relevant visitor's book.
- (8) Visitors and guests are required to comply with all relevant Rules and By Laws of the Club whilst on the Club's property.

12. DISCIPLINARY ACTION.

12.1 Grounds for Taking Disciplinary Action

The Club may take disciplinary action against a member in accordance with this Division if it is determined that the member—

- (a) has failed to comply with these Rules; or
- (b) refuses to support the purposes of the Club; or
- (c) has engaged in conduct prejudicial to the Club.
- (d) The Secretary is responsible for the initial investigation of potential disciplinary action.

12.2 Disciplinary Subcommittee

(1) If the Board is satisfied that there are sufficient grounds for taking disciplinary action against a member, the Board must appoint a disciplinary subcommittee to hear the matter and determine what action, if any, to take against the member.

- (2) The members of the disciplinary subcommittee—
 - (a) will consist of 2 Board Members and the Secretary, or anyone else if seen as necessary; but
 - (b) must not be biased against, or in favour of, the member concerned, and
 - (c) every effort will be made to ensure that the composition of the Club representatives will be sensitive to gender representation.

12.3 Notice to Member

(1) Before disciplinary action is taken against a member, the Secretary must give written notice to the member—

- (a) stating that the Club proposes to take disciplinary action against the member; and
- (b) stating the grounds for the proposed disciplinary action; and
- (c) specifying the date, place and time of the meeting at which the disciplinary subcommittee intends to consider the disciplinary action (the *disciplinary meeting*); and
- (d) advising the member that he or she may do one or both of the following—

- (i) attend the disciplinary meeting and address the disciplinary subcommittee at that meeting;
- (ii) give a written statement to the disciplinary subcommittee at any time before the disciplinary meeting; and

(e) setting out the member's appeal rights under rule 12.5.

(2) The notice must be given no earlier than 28 days, and no later than 14 days, before the disciplinary meeting is held.

12.4 Decision of Subcommittee

(1) At the disciplinary meeting, the disciplinary subcommittee must -

- (a) give the member an opportunity to be heard; and
- (b) consider any written statement submitted by the member.

(2) After complying with 12.4 (1), the disciplinary subcommittee may -

- (a) take no further action against the member; or
- (b) subject to 12.4 (3) -
 - (i) reprimand the member; or
 - (ii) suspend the membership rights of the member for a specified period; or
 - (iii) expel the member from the Club.

(3) The disciplinary subcommittee may not fine the member.

(4) The suspension of membership rights or the expulsion of a member by the disciplinary subcommittee under this rule takes effect immediately after the vote is passed.

(5) When a member is suspended or expelled the member will forfeit their rights/entitlement to any refund of membership/subscription fees paid for the year.

12.5 Appeal Rights

(1) A person whose membership rights have been suspended or who has been expelled from the Club under rule 12.4 may give notice to the effect that he or she wishes to appeal against the suspension or expulsion.

(2) The notice must be in writing and given—

- (a) to the disciplinary subcommittee immediately after the vote to suspend or expel the person is taken; or
- (b) to the Secretary within 7 days after the vote.

(3) If a person has given notice under 12.5 (2), a disciplinary appeal meeting must be convened a 4-member panel appointed by the Board within 10 days of the notice. The panel is to consist of

- (a) two Directors of the Ballarat Golf Club, and
- (b) two invited members of the Ballarat Golf Club who have a demonstrated knowledge, or experience, in hearing such appeals.

(4) A person must not be appointed to an appeal subcommittee if the person—

- (a) appointed to the initial disciplinary subcommittee to hear and determine the matter of the member concerned; or
- (b) have a personal interest in the dispute; or
- (c) is biased in favour of, or against, the member concerned, and
- (d) will be sensitive to gender representation.

(5) Notice of the disciplinary appeal meeting must be given to each member of the appeal subcommittee and the member concerned as soon as practicable and must—

- (a) specify the date, time, and place of the meeting; and
- (b) state—

- (i) the name of the person against whom the disciplinary action has been taken; and
- (ii) the grounds for taking that action; and
- (iii) that at the disciplinary appeal meeting the appeal subcommittee members present must vote on whether the decision to suspend or expel the person should be upheld or revoked, or
- (iv) the appeal subcommittee may be afforded 5 days to reach a decision if unable to do so at the meeting.

12.6 Conduct of Disciplinary Appeal Meeting

(1) At a disciplinary appeal meeting—

- (a) no business other than the question of the appeal may be conducted; and
- (b) the appeal subcommittee must state the grounds for suspending or expelling the member and the reasons for taking that action; and
- (c) the person whose membership has been suspended or who has been expelled must be given an opportunity to be heard.

(2) After complying with subrule (1), members of the appeal subcommittee present and entitled to vote at the meeting must vote by secret ballot on the question of whether the decision to suspend or expel the person should be upheld or revoked.

(3) A member may not vote by proxy at the meeting.

- (4) The decision is upheld if a majority of the persons voting at the meeting vote in favour of the decision.
- (5) the appeal subcommittee may be afforded 5 days to reach a decision if unable to do so at the meeting.

13 GRIEVANCE PROCEDURE

13.1 Application

- (1) The grievance procedure set out in this Division applies to disputes under these Rules between—
 - (a) a member and another member;
 - (b) a member and the Board;
 - (c) a member and the Club.
- (2) A member must not initiate a grievance procedure in relation to a matter that is the subject of a disciplinary procedure until the disciplinary procedure has been completed.

13.2 Parties Must Attempt To Resolve the Dispute

The parties to a dispute must attempt to resolve the dispute between themselves within 14 days of the dispute coming to the attention of each party.

13.3 Appointment of Mediator

- (1) If the parties to a dispute are unable to resolve the dispute between themselves within the time required by rule 13.2, the parties must within 10 days—
 - (a) notify the Board of the dispute; and
 - (b) agree to or request the appointment of a mediator; and
 - (c) attempt in good faith to settle the dispute by mediation.
- (2) The mediator must be—
 - (a) a person chosen by agreement between the parties; or
 - (b) in the absence of agreement—
 - (i) if the dispute is between a member and another member—a person appointed by the Board; or
 - (ii) if the dispute is between a member and the Board or the Club—a person appointed or employed by the Dispute Settlement Centre of Victoria.
- (3) A mediator appointed by the Board may be a member or former member of the Club but in any case must not be a person who—
 - (a) has a personal interest in the dispute; or
 - (b) is biased in favour of or against any party.

13.4 Mediation Process

- (1) The mediator to the dispute, in conducting the mediation, must—
 - (a) give each party every opportunity to be heard; and
 - (b) allow due consideration by all parties of any written statement submitted by any party; and
 - (c) ensure that natural justice is accorded to the parties throughout the mediation process.
- (2) The mediator must not determine the dispute.

13.5 Failure to Resolve Dispute by Mediation

If the mediation process does not resolve the dispute, the parties may seek to resolve the dispute in accordance with the Act or otherwise at law.

14. MEETINGS.

14.1 Types of General Meetings

There are 2 types of general meetings that are covered by this rule – the Annual General Meeting and Special General Meetings

14.2 Annual General Meetings

- (1) An annual general meeting of the Club must be held once in every Year at the time (not being less than one month or more than 4 months after the end of each Year) and at the place determined by the Board.

(2) The ordinary business of the annual general meeting is as follows -

(a) to confirm the minutes of the previous annual general meeting and of any special general meeting held since then;

(b) to receive and consider—

(i) the annual report of the Board on the activities of the Club during the preceding financial year; and

(ii) the financial statements of the Club for the preceding financial year submitted by the Board in accordance with Part 7 of the Act;

(c) to declare the result of the election of Board Members.

(3) The annual general meeting shall also conduct any other business of which notice has been given in accordance with these Rules.

(4) The Board may propose any item of business it thinks fit as an item for discussion, as an item of general business, or as an item of special business if a special resolution is required by these Rules or the Act.

(5) Any two or more eligible members may lodge with the Secretary before the end of a Year (as defined in Rule 1.1(1)(ai)) a notice of proposed business requesting that the business be included as an agenda item at the next annual general meeting. The proposed business set out in such notice may be an item for discussion, an item of general business, or an item of special business if a special resolution is required by these Rules or the Act. Such notice must be signed by each eligible member who shall legibly write his/her full name next to or immediately below his/her signature.

(6) Within 28 days after receipt of the notice of proposed business, the Secretary, at the direction of the Board, shall give advice in writing to the first named of the eligible member lodging the notice of business either that the proposed business will be so included as an agenda item, or that the notice of proposed business has been rejected by the Board on the ground that the subject matter of the notice is considered to be inappropriate for one or more of the following reasons:

(a) It is frivolous;

(b) If an item for discussion or an item of general business, it does not adequately indicate the general nature of the business;

(c) If an item of special business, it does not state in full the proposed resolution with sufficient clarity;

(d) It is not relevant to any of the purposes of the club as set out in these Rules;

(e) Its adoption would put the Club in breach of these Rules;

(f) Its adoption would be liable to put the Club in breach of its legal obligations;

(g) Its adoption would be liable to adversely prejudice the financial viability of the Club to an unacceptable extent.

(7) Upon the notice of motion being rejected by the Board, within 14 days after the date of the advice of rejection of the notice of proposed business, a further notice in identical terms and signed by not less than 25 eligible members may be lodged with the Secretary, and in that event the proposed business shall be included as an agenda item in the notice of annual general meeting.

(8) The Board must direct the Secretary to give Notice of each Annual General Meeting not less than 35 clear days prior to the date upon which the Board proposes to hold the Meeting by:

(a) Displaying a Notice of Annual General Meeting on the official Club Notice Board or in a prominent place in the Club House which Notice shall –

(i) State the date of the Notice on which date the Notice will be displayed.

(ii) State the date, time and place (which must be within the City of Ballarat) of the Meeting;

(iii) *Detail the business to be considered at the meeting, and specify which business (if any) is special business*

(iv) State the names of the Directors whose positions become vacant at the Meeting;

(v) Call for nominations to fill the vacant positions;

(vi) Advise that any member wishing to submit for election as a Director may do so by lodging with the Secretary a duly completed nomination form obtainable from the Secretary; and

(vii) State that the duly completed nomination form must be lodged with the Secretary not later than 5.00 p.m. on the 14th day after the date of the Notice of Annual General Meeting.

(b) Inserting an advertisement in "The Courier", Ballarat Public Notices on the Saturday immediately after the giving of the Notice, addressed to all members of the Club, and stating the date, time and place of the meeting;

(c) Displaying a copy of the Notice of General Meeting on the Home Page of the Club's Website

(9) Notwithstanding clause 14.2(8), the Board may postpone the date of the annual general meeting to a date not more than 30 days from the date specified in the notice but must not in any event advance the date of the annual general

meeting to a date before the date specified in the notice. Notification of the postponement must be made in accordance with 14.2 (8).

14.3 Special General Meetings

14.3.1 Convening of Special General Meetings

- (1) The Board may, whenever it thinks fit, and must, on a requisition made in writing by 10% or more of the Eligible Members as at the date of the lodging of the requisition (Requisition), convene a Special General Meeting of the Club.
- (2) A Requisition must:
 - (a) state the special resolution to be proposed at the meeting;
 - (b) be signed by each requisitionist who shall legibly write his/her full name next to or immediately below his/her signature; and
 - (c) be delivered or posted to the Club at its registered office in an envelope addressed to the Secretary
- (3) The Secretary must use his best endeavors to draw the Requisition to the attention of each of the Directors.
- (4) Upon receipt by the Club of a Requisition, the Board must forthwith proceed to convene a Special General Meeting.
- (5) If the Board does not proceed to cause a Special General Meeting to be held within 35 days after receipt of the Requisition, any 25 or more Eligible Members may themselves convene a Special General Meeting.
- (6) If no meeting is called by eligible members within 49 days after the receipt of the requisition the requisition lapses.

14.3.2 Notice of Special General Meetings

- (1) For the purpose of calling a Special General Meeting whether on the motion of the Board or pursuant to a Requisition of Eligible Members, the Board must, and in default of the Board so doing, the Requisitionists or any 25 Eligible Members may direct the Secretary to give Notice of Special General Meeting not less than 21 days prior to the date upon which it is proposed to hold the Meeting, such Notice to be displayed and advertised in the same manner as for an Annual General Meeting. Such Notice shall:
 - (a) State the date, time and place (which must be within the City of Ballarat) of the Meeting;
 - (b) State whether the meeting has been called by the Board or by Requisition;
 - (c) Set out any Special Resolution proposed for the Meeting; and
 - (b) Detail any other business to be considered at the Meeting pursuant to the Rules
- (2) All business (other than the filling of casual vacancies pursuant to Clause 15.5 (3)) to be transacted at a Special General Meeting is deemed special business requiring the approval of 75% of the members present and voting.

14.4 Proceedings at General Meetings

- (1) Every member is entitled to attend General Meetings.
- (2) No business will be transacted at any General Meeting unless a quorum of Eligible Members is present.
- (3) A quorum consists of 25 Eligible Members present personally.
- (4) If within half an hour from the time appointed for the meeting a quorum is not present, the meeting:
 - (a) if convened on a Requisition, is dissolved and the motion is lost; and
 - (b) in any other case the meeting stands adjourned for a period not exceeding 21 days to such day, time and place as the Board may determine.
 - (c) If within half an hour from the time appointed for the adjourned meeting a quorum is not present, except in the case of an Annual General Meeting, all motions on the agenda for the meeting are deemed to be lost.
- (5) The Board may invite any person to attend a General Meeting of the Club and, subject to the directions of the chairman of the meeting, that person may be heard on any question arising at the General Meeting.

14.5 Chairman

- (1) The President, and in the President's absence the Vice-President, presides as chairman at every General Meeting of the Club.
- (2) If neither the President nor the Vice-President is present within 15 minutes of the commencement time specified in the notice of meeting the Eligible Members present must choose by simple majority one of their number to be chairman of the meeting.

14.6 Adjournment of General Meetings

- (1) The Chairperson of a general meeting at which a quorum is present may, with the consent of a majority of members present at the meeting, adjourn the meeting to another time at the same place or at another place.
- (2) Without limiting 14.6 (1), a meeting may be adjourned—

- (a) if there is insufficient time to deal with the business at hand; or
- (b) to give the members more time to consider an item of business.

Example

The members may wish to have more time to examine the financial statements submitted by the Board at an annual general meeting.

- (3) No business may be conducted on the resumption of an adjourned meeting other than the business that remained unfinished when the meeting was adjourned.
- (4) Notice of the adjournment of a meeting under this rule is not required unless the meeting is adjourned for 14 days or more, in which case notice of the meeting must be given in accordance with rule 14.3.2

14.7 Determining Whether Resolution Carried

(1) Subject to subsection (2), the Chairperson of a general meeting may, on the basis of a show of hands, declare that a resolution has been—

- (a) carried; or
- (b) carried unanimously; or
- (c) carried by a particular majority; or
- (d) lost—

and an entry to that effect in the minutes of the meeting is conclusive proof of that fact.

(2) If a poll (where votes are cast in writing) is demanded by at least one third of the Eligible Members personally present or by the President of his own volition

- (a) the poll must be taken at the meeting in the manner determined by the Chairperson of the meeting; and
- (b) the Chairperson must declare the result of the resolution on the basis of the poll.

14.8 Voting Rights Of Members

(1) Upon any questions arising at a General Meeting of the Club each Eligible Member has one vote only.

(2) All votes must be given personally.

(3) In the case of an equality of voting on any question the Chairman of the meeting may exercise a second or casting vote save where the Chairman has a conflict of interest.

(4) At a General Meeting of the Club, a member who is not an Eligible Member is entitled to attend and, subject to the directions of the chairman of the meeting, may be heard on any question arising at the meeting, but has no right to vote.

(5) Special Resolutions require the approval by a 75% majority of the members present and voting.

(6) Absentee or proxy voting is not allowed on any matter.

14.9 Use of Technology

(1) A member not physically present at a general meeting may be permitted to participate in the meeting by the use of technology that allows that member and the members present at the meeting to clearly and simultaneously communicate with each other. Such permission is to be permitted by the board.

(2) For the purposes of this Part, a member participating in a general meeting as permitted under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

14.10 Minutes of General Meeting

(1) The Board must ensure that minutes are taken and kept of each general meeting.

(2) The minutes must record the business considered at the meeting, any resolution on which a vote is taken and the result of the vote.

(3) In addition, the minutes of each annual general meeting must include—

- (a) the names of the members attending the meeting; and
- (b) the financial statements submitted to the members and
- (c) the certificate signed by two Board members certifying that the financial statements give a true and fair view of the financial position and performance of the Club; and
- (d) any audited accounts and auditor's report or report of a review accompanying the financial statements that are required under the Act.

15. BOARD.

15.1 Number of Directors

The number of Directors is 9 subject to the other provisions in this Rule in relation to casual vacancies.

15.2 Eligibility

- (1) Subject to clauses 15.4 and 15.5, the Board of the Club comprises the Directors.
- (2) Every Eligible Member is eligible for election as a Director.

15.3 Remuneration.

No Director is entitled to remuneration for their service as a Director, except as provided in clause 6.2

15.4 Election of Directors

The election of Directors must take place in the following manner:

- (1) Any Eligible Member may nominate any other Eligible Member as a Candidate for election as a Director
- (2) *Such nominations must be submitted to the Secretary within the time specified in the Notice of Annual General Meeting*
- (3) Nominations must:
 - (a) be on a Nomination Form as prescribed by the Board from time to time;
 - (b) state the names and addresses of the nominee, proposer and seconder and be signed by the proposer and seconder
 - (c) be signed by the nominee confirming that the nominee has read the current Rules of the Club and is prepared to serve as a Director as required by them -
and the nominee may submit a summary not to exceed 700 words of the nominee's experience appropriate to fulfilling the role of director, which summary shall be deemed to be part of the Nomination Form;
- (4) A copy of each Nomination Form shall be prominently displayed in the Club House for 21 days immediately preceding the Annual General Meeting.
- (5) If the number of nominations exceeds the number of vacancies the Secretary shall within 21 days after the notice of a Annual General Meeting post to each Eligible Member an appropriate ballot paper, a sealable envelope for return of the ballot paper, together with a copy of the summaries as received in accordance with Clause 15.4 (3) and a copy of the Notice of the Annual General Meeting.
- (6) The non-receipt of a ballot paper and accompanying documents by, or the accidental omission to forward such ballot paper and accompanying documents to, any member does not invalidate the election.
- (7) Each member shall be entitled to vote for the same number of candidates as there are vacancies on the Board to be filled.
- (8) Any ballot papers not received at least 24 hours before the Annual General Meeting shall be declared invalid.
- (9) For the purposes of the ballot:-
 - (a) A locked ballot box shall be placed in Club House for use of members wishing to lodge ballot papers in person;
 - (b) Sealed envelopes containing ballot papers received by post are to be placed in the locked ballot box immediately upon receipt;
 - (c) The ballot box shall be opened by the Secretary in the presence of the scrutineers only after the poll has closed.
- (10) Returned ballot papers shall be opened and counted by Election Scrutineers appointed by and including the Secretary and the results recorded and signed by the Secretary and Scrutineers and handed to the Chairperson for reading to the Annual General Meeting and recording in the minutes.
- (11) Upon the receipt of the report of the Election, the declaration by the chairman of the general meeting of the results of the election of Directors is final and conclusive.
- (12) Any member appointed as a Director must undergo the relevant checks required under the Gambling Regulation Act 2003 within 2 months of appointment.
- (13) After appointment any Director is prohibited from involvement in any decision which involves the management or operation of the Club's gaming business until such appointee is approved as an associate under the relevant section of the Gambling Regulation Act 2003 – refer also 15.7(f).

(14) Use of Technology

The Ballarat Golf Club may use on-line technology when and if available to supplement or conduct a ballot for an election provided that it meets all the specific, timelines, objectives & anonymity as outlined in 15.4.

15.5 Casual Vacancies.

(1) A casual vacancy occurs as provided in rule 15.8 (f) or if there are insufficient nominations to fill vacant Board positions.

(2) Whenever a casual vacancy occurs the Board, providing the number of Directors is greater than 5, may appoint an Eligible member who has confirmed in writing his/her understanding of the Rules of the Club and his/her commitment to serve as a Director and he/she shall hold office for the balance of the term of the Director he/she is appointed to replace.

(3) If at any time the number of Directors is reduced to 5 or less the remaining Directors and / or the Secretary shall call and conduct within 30 days of such time a Special General Meeting of the Club for the purpose of filling the casual vacancies. Eligible Members who have confirmed in writing their understanding of the Rules of the Club and their commitment to serve as a Director can be nominated by a Director or a Member of the General Body of Members prior to or at the meeting. If the number of nominations exceeds the number of casual vacancies then the vacancies will be decided by vote at the Special General Meeting.

(4) Each member is entitled to a number of votes in accordance with 15.4 and in the event in an equality of votes the Chairperson shall select by lot the successful nominee.

15.6 General Duties

(1) As soon as practicable after being elected or appointed to the Board, each Board member must become familiar with these Rules and the Act.

(2) The Board is collectively responsible for ensuring that the Club complies with the Act and that individual members of the Board comply with these Rules.

(3) Board members must exercise their powers and discharge their duties with reasonable care and diligence.

(4) Board members must exercise their powers and discharge their duties—

(a) in good faith in the best interests of the Club; and

(b) for a proper purpose.

(5) Board members and former Board members must not make improper use of—

(a) their position; or

(b) information acquired by virtue of holding their position—

so as to gain an advantage for themselves or any other person or to cause detriment to the Club.

Notes

The Associations Act sets out the general duties of office holders of an incorporated Club.

(6) In addition to any duties imposed by these Rules, a Board member must perform any other duties imposed from time to time by resolution at a general meeting.

15.7 Tenure of Directors.

15.7 (1) The tenure for each Director shall be three years, except for a Director appointed to fill a casual vacancy or an Director elected to fill a casual vacancy (who shall serve for the balance of the term of the Director he/she is elected to replace).

(2) At the election, vacancies shall be filled in the following order –

(a) The three candidates receiving the highest number of votes shall have tenure of three years

(b) The remaining candidates shall fill casual vacancies (if any) such that the remaining candidate with the next highest number of votes shall become the Director with the next longest tenure of a casual vacancy, and so on until all casual vacancies are filled.

In the case of an equality of votes for any position, or if there are casual vacancies to be filled and the number of nominations equals the number of vacant positions, the chairperson shall select by lot the successful nominee for each position.

(3) All retiring Directors are eligible for re-election.

15.8 Resignation and Disqualification of Directors.

The office of a Director shall be vacated if the director:

(a) Dies;

(b) Is legally incapable;

(c) Ceases to be a member of the General Body of the Club;

(d) Becomes bankrupt or applies to take or takes advantage of any law relating to bankrupt or insolvent debtors or compounds with his creditors or makes an assignment of his estate for their benefit;

(e) Resigns by giving notice in writing to the Secretary;

- (f) Is removed by resolution of the Club in Special General Meeting;
- (g) Is absent without permission from the Board for more than 3 consecutive meetings of the Board.
- (h) Fails to apply or fails to be approved as an associate as provided in 15.4(12) or 15.4(13) under the relevant section of the Gambling Regulation Act 2003 or pursuant to the Liquor Control Reform Act 1998.

15.9 Powers of the Board

- (1) The business of the Club is to be managed by the Board which shall be responsible for the affairs of the Club.
- (2) The Board may exercise all the powers of the Club except any powers that the Associations Act, or these Rules, requires to be exercised by the members in General Meeting.
- (3) Without limiting the scope of clause 15.9(2), the Board may:
 - (a) make and/or amend By-laws from time to time, not inconsistent with these Rules, for the conduct and management of the Club and to promote the purposes of the Club; and
 - (b) exercise all the powers of the Club to borrow money, to charge any property or business of the Club and to issue debentures or give security for a debt, liability or obligation of the Club; and
 - (c) determine not less than yearly the annual subscriptions, any associated levies and entrance fees for all categories of membership
- (4) The Board shall elect a member of the Board to the positions of Officers being President - who shall act as Chairman of the Board, Vice President, Captain and Finance Director.
 - (a) These positions will be elected on an annual basis at a Board Meeting within 7 days following the Annual General Meeting.
 - (b) The term of these positions shall be one year.
 - (c) It is desirable that candidates for the position of Finance Director have appropriate accounting qualifications as granted by the relevant regulatory body however the Board retains sole discretion in deciding whether a candidate for the position of Finance Director is suitable based on expertise and experience.
- (5) The Board may from time to time delegate any of its powers to a subcommittee or subcommittees consisting of one or more Directors or other members of the Club as the Board think fit to appoint, and may recall or revoke any such delegation or appointment -
 - (a) Any subcommittee must, in the exercise of the powers delegated by the Board, conform to any regulations, terms or restrictions as prescribed by the Board.
 - (b) Subject to the terms on which a power of the Board is delegated to a subcommittee, the meetings and proceedings of subcommittees are, to the greatest practical extent, governed by these Rules which regulate meetings and proceedings of the Board and the Club.
- (6) The acts of the Board or a subcommittee of the Board or by any person acting as a member of the Board or a subcommittee of the Board are valid despite any defect that may afterwards be discovered in the appointment or qualification of any person acting as a member of the Board or subcommittee.
- (7) The Board must not, without the approval of a General Meeting of the Club, demise, exchange, mortgage, charge, otherwise secure, sell or otherwise dispose of the whole or any part of the real property of the Club.

15.10 Procedure at Board Meetings

- (1) The Board must meet at least 9 times in any Year.
- (2) The President or any 4 other members of the Board may call or authorise the Secretary to call a meeting of the Board.
 - (a) Notice of each ordinary Board meeting must be given to each Board member no later than 2 days before the date of the meeting.
 - (b) Notice may be given of more than one Board meeting at the same time.
 - (c) The notice must state the date, time and place of the meeting.
 - (d) If a special Board meeting is convened to consider urgent or extraordinary business, as much notice of such meeting shall be given as circumstances allow and the notice must include the general nature of the business to be conducted. The only business that may be conducted at the special board meeting is the business for which the meeting is convened.
- (3) The quorum for a Board Meeting is 5 (not including any director acting as Secretary under clause 16.1(3)) and the quorum must be present at all times during the meeting when the business of the Board is transacted.
- (4) The President for the time being or, in the President's absence, the Vice President, must preside as chairman at meetings of the Board.

(5) If neither the President nor the Vice President is present at a meeting of the Board, the Board must elect a chairman from one of their number who is present.

(6) Questions arising at any meeting of the Board must be decided by a majority of votes, and in case of an equality of votes the chairman has a second or casting vote save where the chairman has a conflict of interest.

(7) Any Director who believes he/she has a potential for conflict of interest in any matter before the Board must declare details to the meeting and such Director may be asked by the chairman to absent him/herself from the meeting while the Board deliberates and makes its determination and such determinations must be made in accordance with the Associations Act.

(8) Any Director who declares or who the Board identifies as having a conflict of interest on any matter is not entitled to participate in any discussion (unless the Board specifically allows the Director to participate) or vote on that matter.

(9) The Secretary must keep a minute book recording all resolutions and proceedings of the Board including all declarations or determinations of conflict of interest.

15.11 Use of Technology

(1) A Board member who is not physically present at a Board meeting may participate in the meeting by the use of technology that allows that Board member and the Board members present at the meeting to clearly and simultaneously communicate with each other.

(2) For the purposes of this rule, a Board member participating in a Board meeting as permitted under 15.11 (1) is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

16. CLUB STAFF.

16.1 Secretary

(1) The Board must appoint a Secretary upon such terms as to salary and otherwise as the Board thinks fit, and may prescribe the duties of Secretary. Any vacancy in the position of Secretary of the Club can only be filled following an external public recruitment process.

(2) Subject to 16.1(3) the Secretary may not be a Member of the Board.

(3) Where the office of Secretary is vacant for any reason or the Secretary is on leave the Board may appoint any person to act temporarily as Secretary and such acting Secretary may be a director provided that such director shall not act as Secretary for periods totaling more than 90 days in any Year.

(4) Subject always to the right of the Board to exclude the Secretary while his/her position is being discussed, the Secretary is entitled to:

- (a) receive notices of and to attend all general meetings of the Club and all meetings of the Board, and
- (b) to be heard at such meetings, but the Secretary is not entitled to vote at such meetings.

(5) The Secretary must perform any duty or function required under the Act to be performed by the secretary of an incorporated association.

Example

Under the Act, the secretary of an incorporated association is responsible for lodging documents of the Club with the Registrar.

(6) The Secretary must—

- (a) maintain the register of members in accordance with rule 18; and
- (b) keep custody of the common seal (if any) of the Club and, all books, documents and securities of the Club and
- (c) subject to the Act and these Rules, provide members with access to the register of members, the minutes of general meetings and other books and documents; and
- (d) perform any other duty or function imposed on the Secretary by these Rules.

(7) The Secretary must give to the Registrar notice of his or her appointment within 14 days after the appointment.

(8) The services of the Secretary may be terminated

- (a) as provided in any contract of employment of the Secretary, and
- (b) as provided in any relevant employment award or law.

16.2 Other Club Staff

The Board may employ, or contract with, such other salaried staff as, and when, it considers necessary and may delegate this power to the Secretary.

17. FUNDS, ACCOUNTS AND AUDIT.

17.1 Funds

- (1) The Finance Director of the Club must—
 - (a) ensure collection and receipt of all moneys due to the Club and making of all payments authorised by the Club; and
 - (b) keep correct accounts and books showing the financial affairs of the Club with full details of all receipts and expenditure connected with the activities of the Club.
- (2) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by such person or persons as the Board shall determine from time to time.
- (3) The funds of the Club shall be derived from entrance fees, annual subscriptions, levies, donations, sales of goods and services, gaming machines, commissions from such activities and such other sources as the Board determines.

17.2 Accounts

- (1) The Board must cause proper accounting and other records to be kept as required by the Associations Act.
- (2) The books of account must be kept at the Registered Office or at such other place as the Board thinks fit and must always be open to inspection by all Directors.
- (3) The Board must ensure that the Club complies with the annual financial reporting requirements of the Associations Act.

17.3 Special Purpose Projects

- (1) If the Board wishes to expend more than \$100,000 of the Club's funds on a specific, special project other than in the course of the normal operations of the Club, then before incurring such expenditure, the Board must –
 - (a) If the amount of proposed expenditure is more than \$100,000 but less than \$250,001 –
 - (i) Place and maintain a notice on the Club Notice Board stating the amount of the proposed expenditure, the sources from which the Board proposes to fund that expenditure, the need for and the expected benefit from the project;
 - (ii) At the same time as the notice is first placed, send a copy of such notice to each member for whom the Club has an electronic address;
 - (iii) Allow a period of 14 days to elapse after the notice is first placed and sent before proceeding with the project;
 - (iv) Not proceed with the project if a Special General Meeting is requisitioned under these Rules proposing a special resolution to disallow the proposed expenditure, until the Special General Meeting has been held and the special resolution has been defeated, is withdrawn, or otherwise lapses.
 - (b) If the amount of proposed expenditure exceeds \$250,000 –
 - (i) Call a Special General Meeting in the manner prescribed in these Rules at which the Board proposes a special resolution that the proposed expenditure be approved by the Club;
 - (ii) Include with the Notice of Special Meeting a statement of the amount of the proposed expenditure, the sources from which the Board proposes to fund that expenditure, the need for and the expected benefit from the project;
 - (iii) Not proceed with the project until the Special General Meeting has been held and the special resolution has been adopted.

17.4 Capital Reserve Fund

- (1) The Board shall establish and maintain a Capital Reserve Fund ("the Fund"), and to that end –
 - (a) The Board shall open a separate Capital Reserve Fund account in the books of account of the Club;
 - (b) The Board shall cause to be transferred into that account –
 - (i) The amounts payable to the Club by Integra (formerly Roadcon) pursuant to the agreement between the Club and Integra for the development of the Thomson Perrett designed golf course, the new Club House and associated works, but after deduction of
 - (a) the amounts payable by the Club to complete this development, furnish and fit out the new Club House; and

- (b) the amount deemed by the Board to be reasonably necessary to be retained to fund reasonably foreseeable expenditure on the day-to-day operations of the Club; but only expenditure expected to be incurred until 31 December 2010;
- (ii) Any balance of the amount so retained remaining on 1 January 2011; and
- (iii) Amounts from the other funds of the Club deemed by the Board from time to time to be in excess of the amount necessary to be retained to fund reasonably foreseeable expenditure on planned capital works and on the day-to-day operations of the Club.
- (2) For the purpose of making the annual calculation of surplus required by this Rule –
- (a) "CPI" means the Consumer Price Index, All Groups for Melbourne as published by the Australian Bureau of Statistics
- (b) "Adjusted opening balance" means the balance held in the Fund at the then applicable values at the beginning of the immediate past Year to which has been added or from which has been subtracted the percentage change in the CPI between 31st day of December in the year before last and 31st day of December in the immediate past year;
- (c) "Adjusted closing balance" means the balance held in the Fund at the then applicable values at the end of the immediate past year to which has been added any amounts paid out of the Fund in the immediate past year on Special Purpose Projects (including any on which less than \$100,000 was spent) and day-to-day operations as permitted by these Rules.
- (3) As from 1 January 2011, in any Year the total of the amounts which may be paid from the Fund towards the day-to-day operations of the Club shall be limited to the amount (if any) by which the adjusted closing balance exceeds the adjusted opening balance.
- (4) The Fund may be used for a Special Purpose Project approved under Rule 17.3 to the extent that the notices given under that Rule state that the Fund is to be the source from which the Board proposes to finance expenditure on the Special Purpose Project.
- (5) Unless the club otherwise resolves by Special Resolution, apart from the amount reasonably required for liquidity which shall be held in a separate Bank on call account of the Fund, all monies in the Fund shall be invested only in Bank Term Deposits, ASX200 shares, Treasury and other State or Australian Government Bonds, and / or real estate located within 50 kilometers radius of the Club House.

17.5 Audit

The Club must appoint a registered company auditor for the purpose of satisfying the financial reporting requirements of the Club under the Associations Act.

18. SUPPLY OF LIQUOR

18.1 Notwithstanding anything to the contrary in these Rules:

- (1) The Club may not make payment of any amount to an officer or servant of the Club by way of commission or allowance from the receipts of the Club for the supply of liquor.
- (2) A visitor to the Club must not be supplied with liquor in the Club premises unless that visitor is:
 - (a) a guest in the company of a member of the Club, or
 - (b) an authorised gaming visitor admitted in accordance with Rule 11 (7)

18.2 Restrictions on Membership

- (1) A person cannot:
 - (a) be admitted as an honorary member of the club; or
 - (b) be exempted from the obligation to pay the ordinary subscription for membership of the Club unless that person is of a class specified in these Rules and the admission or exception is in accordance with the Rules
- (2) A person under the age of 18 years may be admitted as a junior or cadet member of the Club, but shall not be entitled to have access to licensed or gaming areas of the Club except to the extent permitted by law.

18.3 Register to be Kept

- (1) The nominee as identified on the Club's liquor licence must keep on the licensed premises, in a form and manner approved by the Director of Liquor Licensing Victoria:
 - a) a members register containing the name and address of each member of the Club and particulars of payment of the last subscription for membership paid by the member; and
 - (b) a register of authorised gaming visitors containing the details set out in Clause 18.3 (2)
- (2) The Club must keep a register of all guests to the Club or its premises, in which the guest must enter the following details as a condition of entry:
 - (a) his or her name; and
 - (b) his or her residential address; and
 - (c) the date of entry.
- (3) The registers must be kept open for inspection at any time by a licensing inspector as defined in the liquor act.

18.4 Visitors

- (1) All visitors to the Club or its premises must:
 - (a) produce evidence of the details required by Rule 18.3 prior to being admitted to the premises; and
 - (b) carry identification at all times whilst on any licensed premises operated by the Club; and
 - (c) comply with all relevant rules or by-laws of the Club whilst on the licensed premises.

19. RECIPROCAL

The Board may enter into a reciprocal arrangement with any other Club either inside or outside of the State, whereby any Members of such Club visiting Ballarat may have the privileges of the Club for such a period or periods and upon such terms as determined by the Board.

20. SEAL.

- (1) The Club must have a Common Seal, which must be kept in the custody of the Secretary.
- (2) The Common Seal of the Club must not be affixed to any document except by the authority of the Board and the affixing shall be attested by the signatures of either of two members of the Board, or one member of the Board and the Secretary of the Club.

21. NOTICES.

21.1 Notice Requirements

- (1) Any notice required to be given to a member or a Board member under these Rules may be given—
 - (a) by handing the notice to the member personally; or
 - (b) by sending it by post to the member at the address recorded for the member on the register of members; or
 - (c) by email or facsimile transmission.
- (2) Unless otherwise provided by these rules any notice required to be given to the Club or the Board may be given—
 - (a) by handing the notice to a member of the Board; or
 - (b) by sending the notice by post to the registered address; or
 - (c) by leaving the notice at the registered address; or
 - (d) if the Board determines that it is appropriate in the circumstances—
 - (i) by email to the email address of the Club or the Secretary; or
 - (ii) by facsimile transmission to the facsimile number of the Club.

21.2 Custody and Inspection of Books and Records

- (1) Members may on request inspect free of charge—
 - (a) the register of members;
 - (b) the minutes of general meetings;
 - (c) subject to 21.2 (2) and 21.2 (6), the financial records, books, securities and any other relevant document of the Club.

Note

Under section 59 of the Act, access to the personal information of a person recorded in the register of members may be restricted in certain circumstances. Section 58 of the Act provides that it is an offence to make improper use of information about a person obtained from the Register of Members.

- (2) The Board may refuse to permit a member to inspect records of the Club that relate to confidential, personal, employment, commercial or legal matters or where to do so may be prejudicial to the interests of the Club.
- (3) The Board must on request make copies of these rules available to members and applicants for membership free of charge.
- (4) Subject to 21.2 (2), a member may make a copy of any of the other records of the Club referred to in this rule and the Club may charge a reasonable fee for provision of a copy of such a record.
- (5) For purposes of this rule—
relevant documents means the records and other documents, however compiled, recorded or stored, that relate to the incorporation and management of the Club and includes the following—
 - (a) its membership records;
 - (b) its financial statements;
 - (c) its financial records;
 - (d) records and documents relating to transactions, dealings, business or property of the Club.
- (6) A member does not have the right to inspect the minutes of Board meetings.

22. LEGAL PROCEEDINGS AND INDEMNITY.

- (1) Every Director, employee and agent of the Club shall be entitled to be indemnified out of the property of the Club, to the fullest extent permitted by law, against any liability incurred by them in their capacity as Director, employee and agent in defending any proceedings, whether civil or criminal, in which judgment is given in their favour or in which they are acquitted or in connection with any application under the Law in which relief is granted to them by any Court of competent jurisdiction, PROVIDED THAT such liability does not arise as a result of the negligence, act or omission of that person.
- (2) The Club may pay the premium on a contract insuring a person who is a Director, employee or agent of the Company to the fullest extent permitted by law.

23. VARYING THESE RULES.

- (1) The Club may modify these Rules, or a provision of these Rules, only by special resolution.
- (2) An alteration of Rules of the Club does not take effect unless and until it is approved by the Registrar in accordance with the Associations Act.
- (3) While the Club remains licensed under the Liquor Act, the Secretary, in accordance with that Act, must forward a certified copy of any amendment or alteration to these Rules to Liquor Licensing Victoria.

SCHEDULE 1

Golf Course Design and Management

The Ballarat GC Master Plan Document 2008 by Thomson Perrett is attached at the end of these rules and is comprised of 34 pages.

SCHEDULE 2

Categories of Membership

The General Body is comprised of the following categories:

- (a) 7 Day Members
- (b) 6 Day Members
- (c) Senior Members
- (d) Honorary Life Members
- (e) Country Members
- (f) Young Adult Members 7 Day
- (g) Young Adult Members 6 Day
- (h) Non Playing Members

Other Membership is comprised of the following categories:

- (a) Cadet Members
- (b) Junior Members
- (c) Young Adult 18 – 21 7 Day
- (d) Young Adult 18 – 21 6 Day
- (e) Social Members
- (f) Corporate Member
- (g) Lifestyle Members
- (h) Beginner Members

SCHEDULE 3

Divisions of Membership

General Body Divisions

7 Day Members

Member 40 years and over who are entitled to all the privileges of membership and who are entitled to use the Clubs Golf Course at any time except for the tee times reserved for competitions and events.

6 Day Members

Member 40 years and over who are entitled to all the privileges of membership and who are entitled to use the Clubs Golf Course Weekdays and on Sundays except for the tee times reserved for competitions and events. 6 Day Members are not entitled to use the Club's golf course on Saturdays except upon terms determined by the Board.

Senior Members

Members 70 years and over who are entitled to all the privileges of the selected 7 day or 6 day membership and entitled to use the Clubs Golf Course as related to that category of membership.

Honorary Life Members

Any Golf Member within the General Body of Divisions of not less than 10 years' standing who has rendered outstanding services to the Club may be recommended for election as an Honorary Life Member of the Club by the Board. At the next Annual General Meeting after the date of such recommendation such 7 Day Members, 6 Day Members or Senior Members may be elected by ordinary resolution at such meeting as an Honorary Life Member of the Club. Any person so elected shall thereafter have the same rights and privileges as a 7 Day Member or 6 Day Member but shall not be required to pay any subscription or levy. There shall not be more than 10 living Honorary Life Members at any one time.

Country Members

Members over the age of 21 years and whose permanent residence is outside a radius of 80 km from the Ballarat Post Office and who are entitled to all the privileges of membership and who are entitled to use the Club's golf course at any time except for the tee times reserved for competitions and events.

Young Adult Members 7 Day

Members aged of 22 to 39 years at the time of billing who are entitled to all the privileges of membership and who are entitled to use the Clubs Golf Course at any time except for the tee times reserved for competitions and events.

Young Adult Member 6 Day

Members age 22 years to 39 years at the time of billing who are entitled to use the Clubs Golf Course Weekdays and on Sundays except for the tee times reserved for competitions and events.

6 Day Members are not entitled to use the Club's golf course on Saturdays except upon terms determined by the Board.

Non Playing Members

Any 7 Day, 6 Day, Senior or Country Member who no longer desires to actively play in the game of golf may be elected as a Non Playing Member of the Club. Any such Member desiring to be elected as a Non Playing member must submit their name to the Secretary of the Club, who shall submit the name of the candidate to the Board at its next meeting. If elected by the Board as a Non Playing Member, such candidate will cease to be a 7 Day, 6 Day, Senior or Country Member as the case may be, and no longer have access to the Golf Course.

Any member that continues a leave of absence into a following subscription year will become a Non Playing Member until such time as they return to a playing status

Other Membership Divisions

The privileges of membership available to members of Other Membership Divisions do not include the right to be a Director, to vote in an election of Directors, or any other privileges of membership specifically stated in the Rules as being available to Eligible Members, or as not being available to members of an Other Membership Division.

Cadet Members

Members over the age of 5 years and to the age of 11 years at the time of billing who, subject to the Rules, are entitled to all the other privileges of membership and who are entitled to use the Club's golf course at any time except for the tee times reserved for competitions and events and who shall be subject to such other conditions as the Board may determine from time to time

Junior Members

Members over the age of 12 years and to the age of 17 years at the time of billing who, subject to the Rules, are entitled to all the other privileges of membership and who are entitled to use the Club's golf course at any time except for the tee times reserved for competitions and events and who shall be subject to such other conditions as the Board may determine from time to time.

Young Adult 18 – 21 Years 7 Day

Members over the age of 18 years and to the age of 21 years at the time of billing who, subject to the Rules, are entitled to all the other privileges of membership and who are entitled to use the Club's golf course at any time except for the tee times reserved for competitions and events and who shall be subject to such other conditions as the Board may determine from time to time.

Young Adult 18 – 21 Years 6 Day

Members over the age of 18 years and to the age of 21 years at the time of billing who are entitled to all the privileges of membership and who are entitled to use the Club's golf course Weekdays and on Sundays except for the tee times reserved for competitions and events. 6 Day Members are not entitled to use the Club's golf course on Saturdays except upon terms determined by the Board.

Social Members

Members 18 years and over who are entitled to all the other privileges of membership except for the use of the Club's golf course unless they pay the appropriate subscriptions and/or fees.

Corporate Members

Natural persons may be admitted as Corporate Members on such terms as are determined by the Board.

Lifestyle Members

Members 22 years and over, subject to the Rules, are entitled to all the other privileges of membership and who are entitled to use the Club's golf course at any time except for the tee times reserved for competitions and events and who shall be subject to such other conditions as the Board may determine from time to time.

Beginner Members

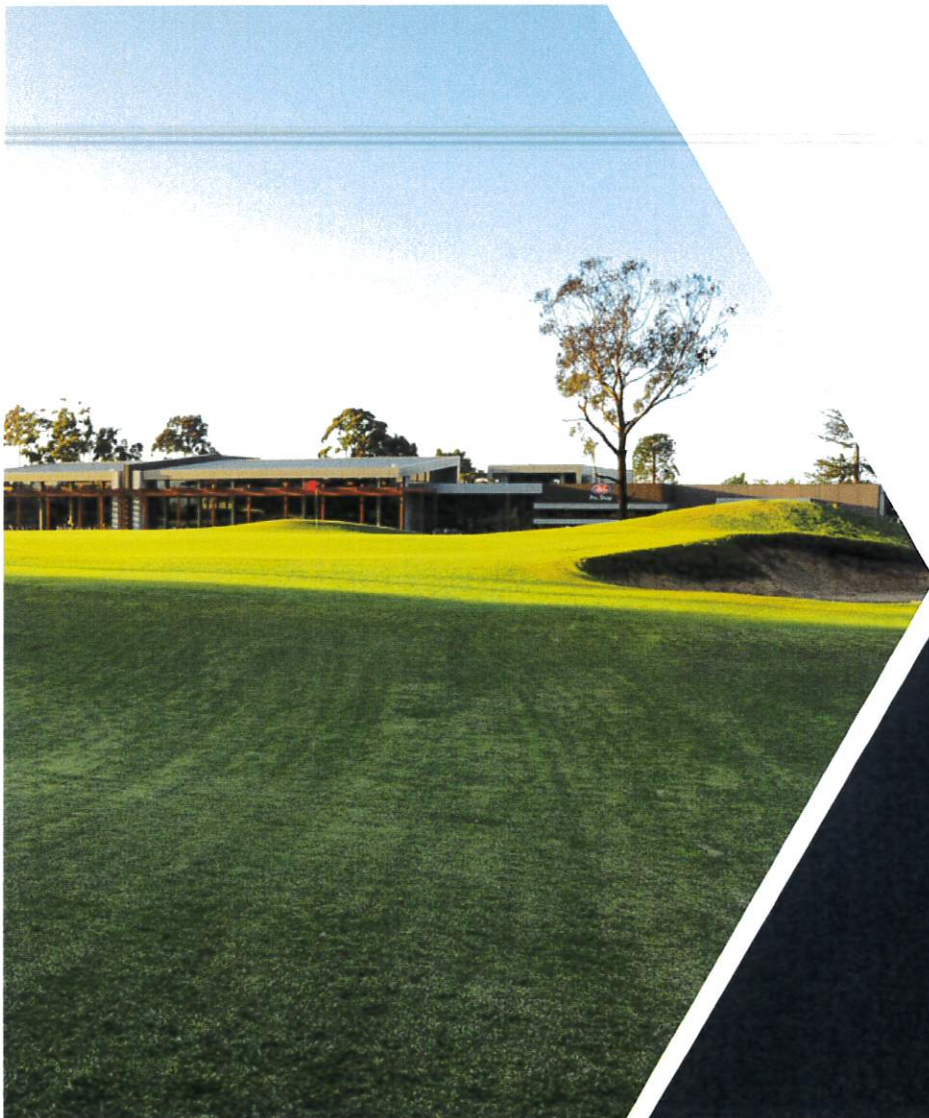
Members 22 years and over, subject to the Rules, are entitled to all the other privileges of membership for one 12 month period and who are entitled to use the Club's golf course at any time except for the tee times reserved for competitions and events and who shall be subject to such other conditions as the Board may determine from time to time.

BALLARAT GOLF CLUB
STRATEGIC
PLAN
2023-27



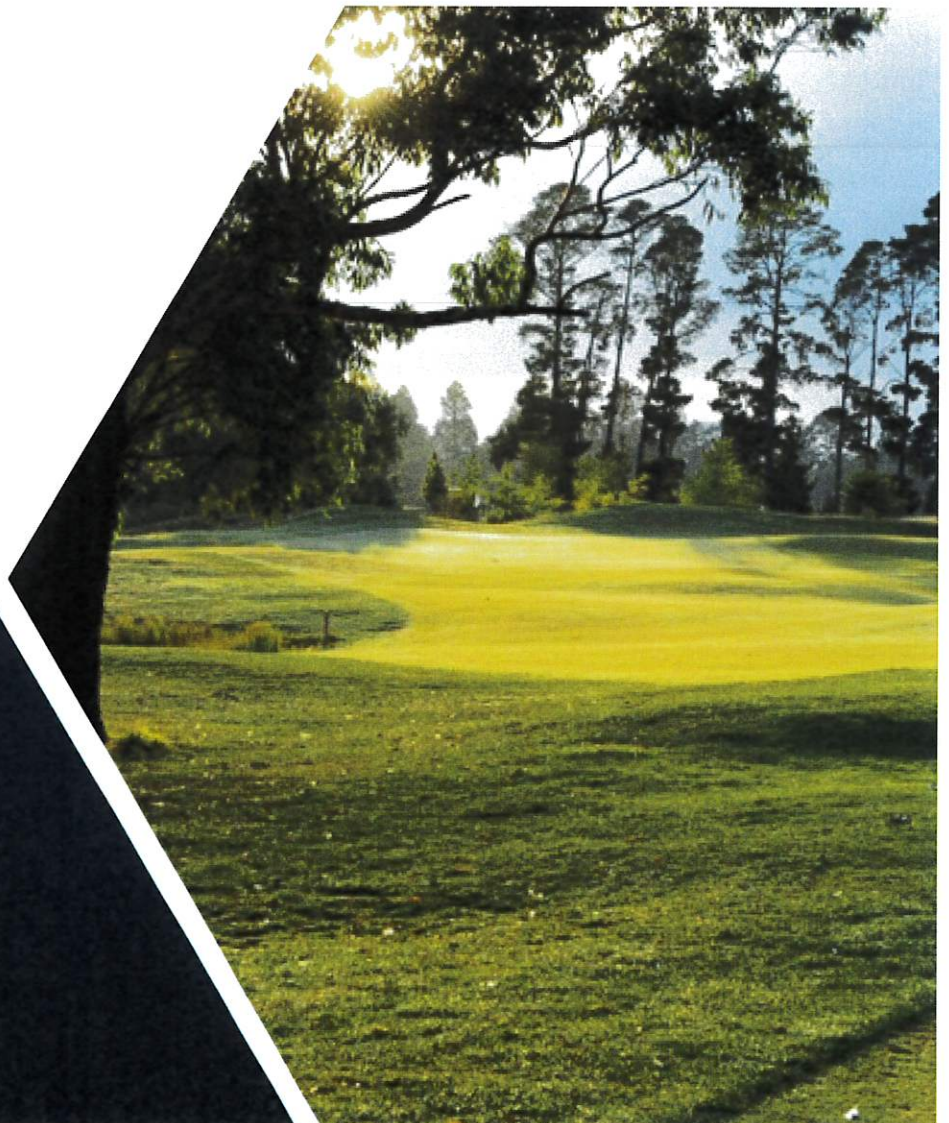
OUR VISION

THE BALLARAT GOLF CLUB
WILL STRIVE TO BE AN
OUTSTANDING GOLF AND
SOCIAL DESTINATION, SERVICE
ORIENTED AND RESPONSIVE TO
MEMBERS AND GUESTS



OUR MISSION

TO PROVIDE HIGH QUALITY
GOLFING AND SOCIAL EXPERIENCES
IN AN INCLUSIVE, RESPONSIVE AND
PROFESSIONAL ENVIRONMENT



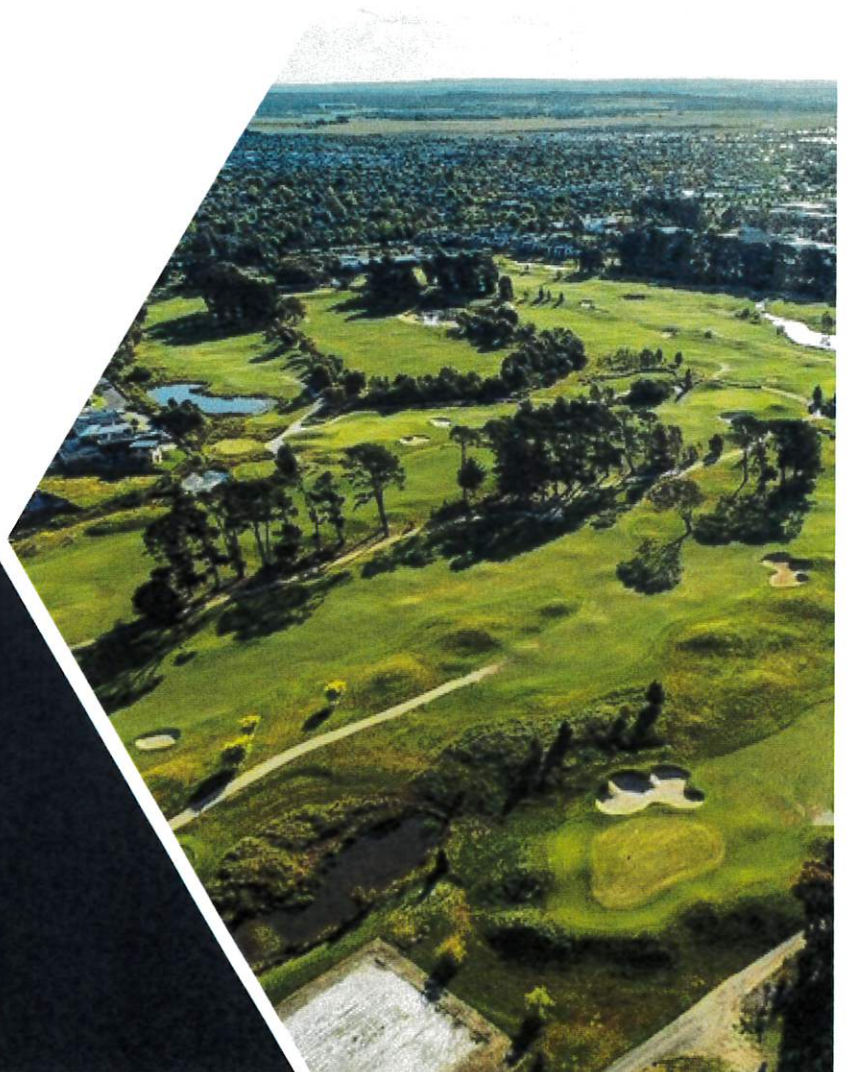
OUR OVERARCHING OBJECTIVES

THE VISION AND MISSION OF
BALLARAT GOLF CLUB WILL BE
ACHIEVED BY IMPLEMENTING
THE OVERARCHING OBJECTIVES
THROUGH THE GOALS AND
TARGETS IDENTIFIED IN THIS
DOCUMENT



OUR GUIDING PRINCIPLES

- *CONTINUOUSLY IMPROVING THE CLUB, THE COURSE AND THE SERVICE THE CLUB PROVIDES.*
- *RECOGNISING AND RESPECTING THE DIGNITY OF MEMBERS, GUESTS AND STAFF*
- *FOSTERING A WELCOMING, FRIENDLY AND INCLUSIVE ENVIRONMENT FOR MEMBERS, GUESTS AND STAFF*
- *SUPPORTING THE TRADITIONS, PROTOCOLS AND ETIQUETTE OF GOLF AT THE CLUB*



OUR CRITICAL SUCCESS FACTORS

IN ACHIEVING THE VISION AND MISSION OF BALLARAT GOLF CLUB, THE FOLLOWING CRITICAL SUCCESS FACTORS WILL BE PARAMOUNT AT ALL TIMES:

- *·ACHIEVING FINANCIAL SECURITY THROUGH EFFECTIVE PLANNING, IMPLEMENTATION AND PERFORMANCE MONITORING*
- *·CONTINUOUSLY IMPROVING COURSE STANDARDS, PLAYABILITY AND PRESENTATION*
- *·RECRUITING, TRAINING AND RETRAINING HIGH QUALITY STAFF*



OBJECTIVES, GOALS AND ACTIONS

2023 – 2027



COURSE

TO PROVIDE THE BEST POSSIBLE PLAYING SURFACES FOR GOLFERS AT ALL TIMES

GOALS:

- To continuously enhance the presentation of playing surfaces
- To maintain the integrity of the course in line with the design and intent of Thompson Perrett
- To maintain a high-quality equipment base that is sufficient to sustain course management needs
- To ensure members are kept up to date with course development both planned and underway
- To provide clear lines of accountability and communication about course works priorities between the Superintendent, the Club Captain, the General Manager and the Board

ACTIONS:

- Identify a set of minimum seasonal standards that detail how all aspects of the course will be presented and maintained.
- Develop a Master plan for future course and practice facility improvement projects
- Complete the bunker enhancement program
- Provide to members via the Club website an equipment inventory and replacement plan
- Report to members planned course work on a monthly/ annual basis
- The Course Sub- Committee to provide regular updates to both the board and members



GOLF

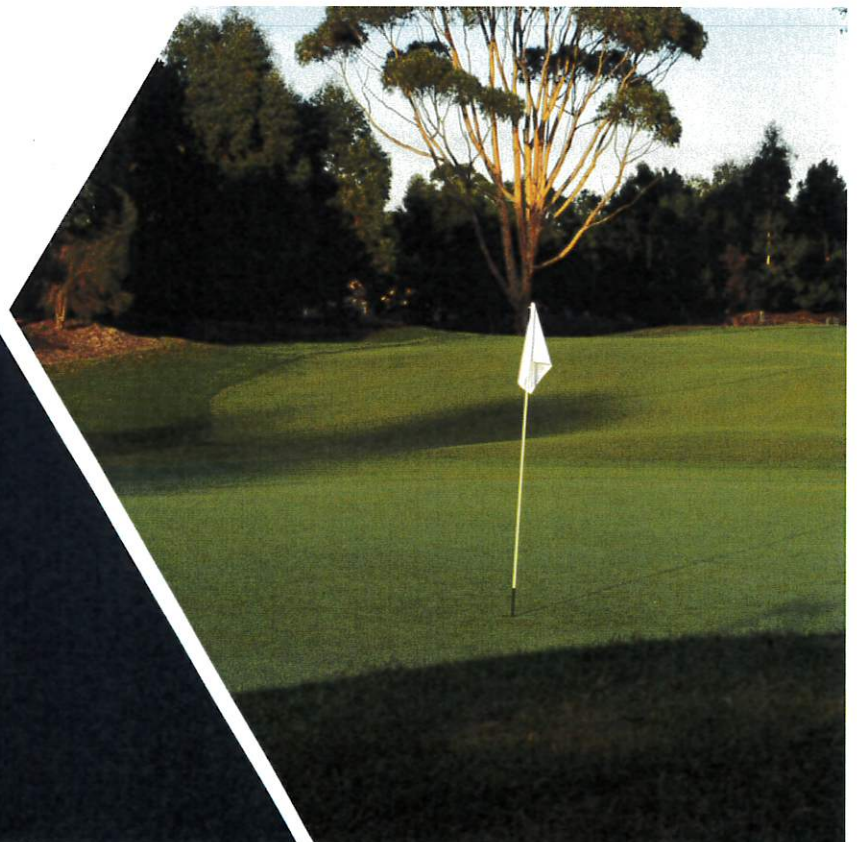
PROVIDE A COMPREHENSIVE RANGE OF SUPPORTIVE GOLFING SERVICES AND GOLFING OPPORTUNITIES TO MEMBERS AND GUESTS

GOALS:

- To provide a comprehensive range of golf services to enable members, guests to enjoy and develop their golf
- To maintain existing membership and attract new members by providing an outstanding level of member service
- To promote the quality of the golfing experience at the club, including its golf course and Club services

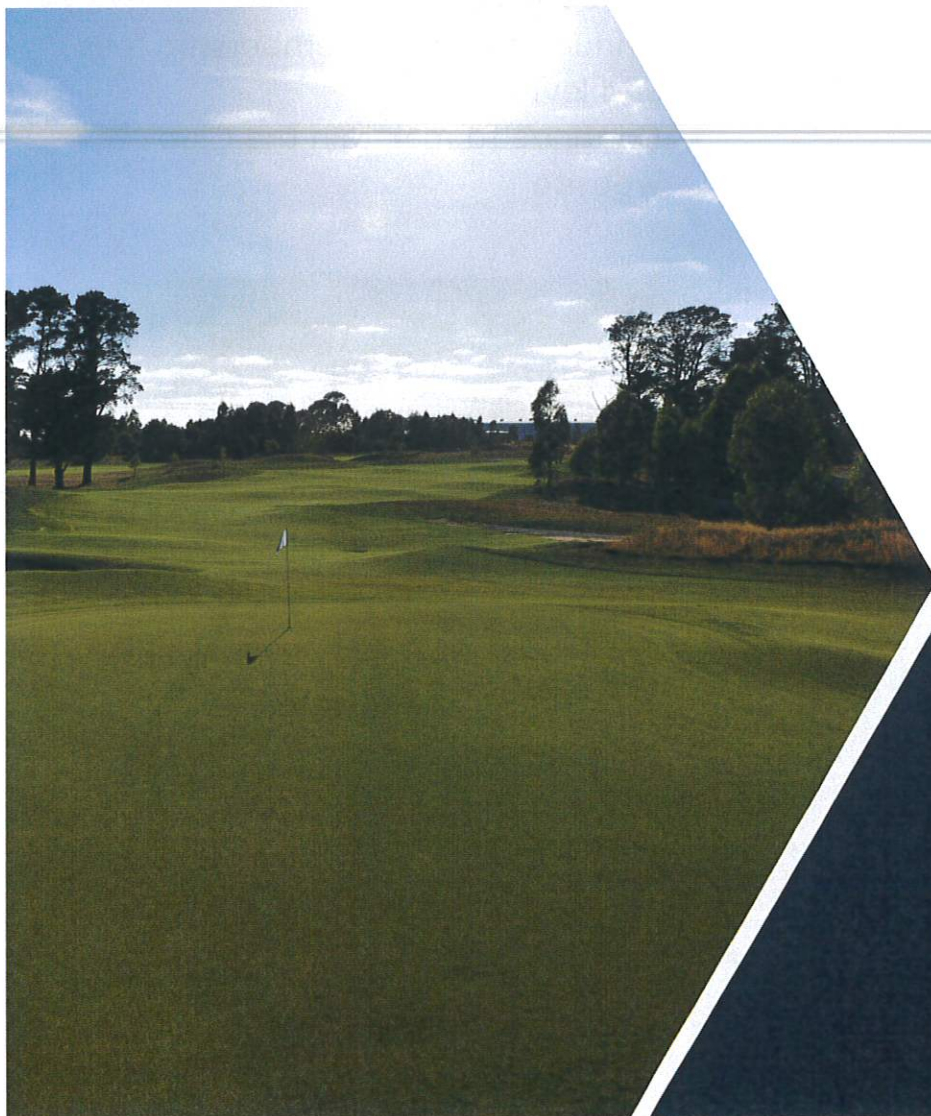
ACTIONS:

- Maintain and develop suitable golf programs that focus on a diverse and inclusive golf membership
- Implement and promote policies and club practices that ensure a safe, inclusive and respectful environment for members, visitors and staff
- Provision of a welcoming induction program that meets the needs of new members and aligns with Club expectations
- Annual review of membership fees and levies
- Continue to maintain the Club website



GOVERNANCE & MANAGEMENT

ENSURE STRONG FINANCIAL
PERFORMANCE THROUGH STABLE
GOVERNANCE, FINANCIAL
MONITORING AND QUALITY
STAFFING, WHILE OPERATING THE
CLUB IN A TRANSPARENT AND
COMPLIANT MANNER



GOALS:

- To ensure strong financial performance of the Club through effective management and financial oversight
- To ensure governance and decision making by the Board are transparent to Members and key stakeholder
- To uphold and respect the Clubs traditions and standards
- To ensure the culture of the Club is both cohesive and inclusive.
- To monitor and review the implementation of all contracts with the Club

ACTIONS:

- Ensure financial monitoring and management meets best practice to maintain a sound financial position for the Club
- Continue to strengthen This Golfing Week as a means of communication with members
- Maintain the currency of policies, rules and procedures to ensure they reflect best practice
- Club President to report to members on key Board decisions taken at its regular meetings
- Ensure the Club members website is up to date and old or redundant postings are removed
- Develop a line diagram showing Club organizational relationships, the relationships of committees, and the responsibilities of managers
- Update the table showing management and committee responsibilities
- Board and Management to take a leadership role in setting and maintaining the culture of the Club.



CLUBHOUSE

OFFER A CONSISTENTLY HIGH STANDARD AND VARIETY OF FOOD AND BEVERAGE AND PROVIDE A QUALITY SOCIAL AND CORPORATE EXPERIENCES FOR MEMBERS AND VISITORS' EVENTS

GOALS:

- To provide Clubhouse hospitality and function venue services that meets the expectations and requirements of members and guests
- To ensure ongoing financial feasibility and viability of all Clubhouse operations
- To explore other hospitality opportunities to diversify revenue streams
- Develop a venue charter that identifies and actions the key characteristics of a quality hospitality experience
- Maintain a Clubhouse Sub-committee with the appropriate skills to provide effective oversight of all aspects of the venue

ACTIONS:

- Management, training and mentoring of staff planned to enable delivery of the highest standards of performance



FUTURE

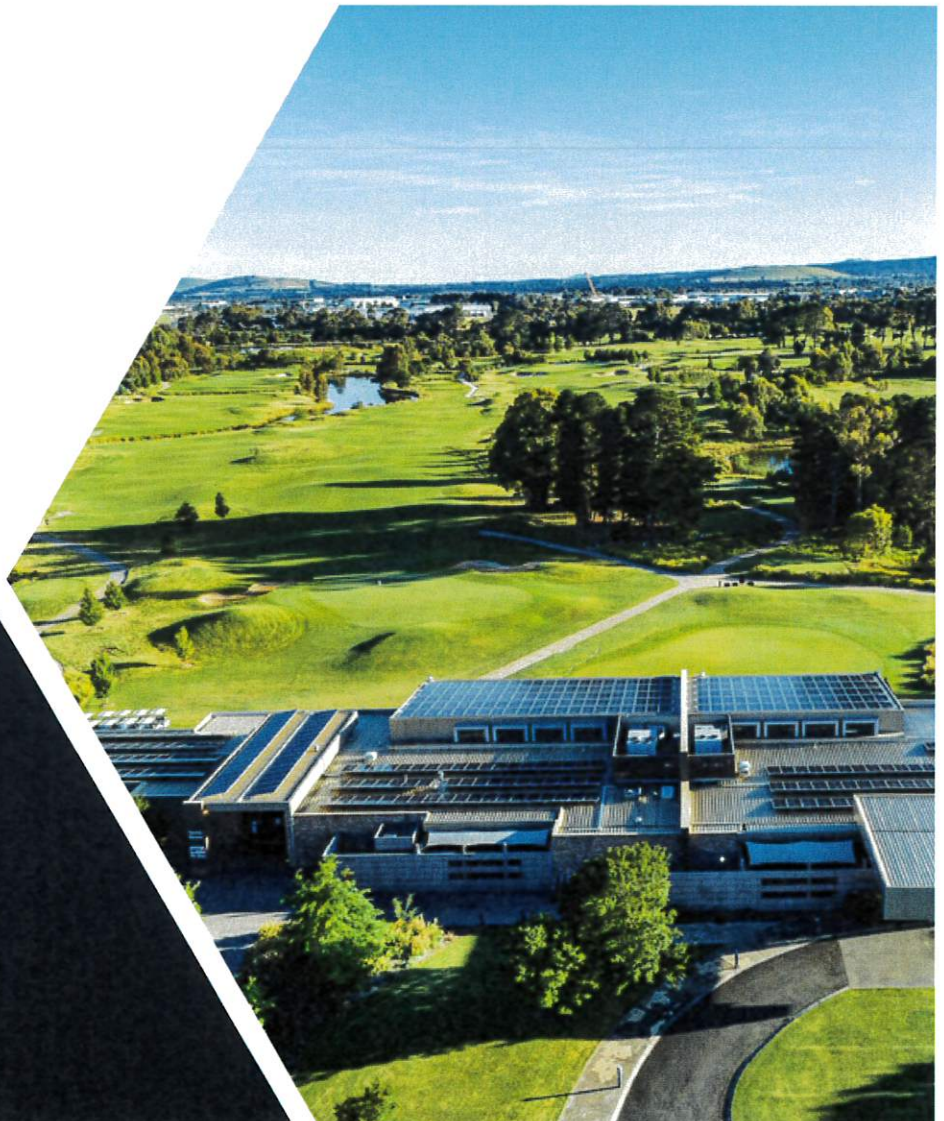
INVESTIGATE REVENUE STREAMS AND BUSINESS OPPORTUNITIES TO STRENGTHEN THE CLUB'S FINANCIAL POSITION

GOAL:

- To investigate new revenue streams and business models to strengthen the Club's financial position

ACTIONS:

- Establish a Ballarat Golf Club Future sub-committee
- Develop a comprehensive range of strategic business opportunities that would enhance the long-term viability of the Club





BALLARAT GOLF CLUB INCORPORATED

NOMINATION FORM - DIRECTOR OF THE BOARD – 2025

NOMINATION

I, _____ (name)
of _____ (address)
nominate

_____ (name)
of _____ (address)
as a candidate for election as a Director of the Board of the Ballarat Golf Club Incorporated.

Signed _____ Date ____ / ____ / ____

SECOND

I, _____ (name)
of _____ (address)
second the above nomination.

Signed _____ Date ____ / ____ / ____

ACCEPTANCE OF NOMINATION

I, _____ (name)
of _____ (address)
accept the above nomination and acknowledge that I have read the current Rules of the Club and the information supplied within the Board Nominations – Information Pack and that I am prepared to serve as a Director in accordance with these.

Signed _____ Date ____ / ____ / ____

NOTES:

1. The nominee may submit a summary **not to exceed 700 words** of the nominee's experience appropriate to fulfilling the role of director which summary shall be deemed to be part of the Nomination Form. An electronic copy of this summary may be submitted to allow for posting to the Clubs website.

2. Nominations must be submitted to the secretary not later than **5:00 PM, Friday 14th of March, 2025.**

