



Golf Ambassador (non-Junior) Governance & Management Framework

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Document revision history

Filename	By	Issued to	Context
2019_04_20 Elite framework r0.doc	JR	L Acreman	First draft for review by Laurie – to prepare for decision request to Board on Tue 23Apr
2019_04_20 Elite framework r1.doc	LA	IGC Board	Presented to IGC Board for “Approval in Principal” Tue 23 Apr 2019 - Approved
2019_04_23 Elite framework r2.doc	LA	J Ross, S Lamerton	Updated Process following meeting on Tue May7 2019
2019_05_13 Elite framework Final.docx	LA	J Ross, S Lamerton, R Burchill	Issued for implementation. Courtesy copy to be provided to Board at May 2019 Meeting.
2019_05_17 Elite framework R2 DRAFT.docx	LA	J Ross, S Lamerton, R Burchill	GA Handicap expectations added to eligibility. Section 4.1
2019_05_21 Elite framework r3.docx	LA	J Ross, S Lamerton, IGC Board	Minor edits to Decision Authority and Responsibilities Schedule Section 5. Endorsed at May 2019 Board Meeting
Draft Golf Ambassador Framework_v1_140423	CG/DM	D Mackay	Revamp of program to be geared towards ambassadorship rather than being just an Elite golfer.
Draft Golf Ambassador Framework_v2_210423	CG	IGC Board	Minor edits, inserted clarification on entrance fees, included a cap on the number of ambassador members permitted, included method to become an ambassador, and included formal identification and recognition methods.

1 Introduction

- 1.1 The Golf Ambassador membership category, established some years ago under the title “Elite Membership”, is offered on a year-by-year basis to candidates who meet certain criteria. Golf Ambassador members pay discounted annual fees and (if not already a member) no Entrance Fee and enjoy most of the privileges of full membership of the Club as set out in the *Member Playing Rights* document on the IGC website:

<https://www.indooroopillygolf.com.au/cms/wp-content/uploads/2022/10/Member-Playing-Rights-2022-23.pdf>

- 1.2 Should a Golf Ambassador member no longer meet the eligibility criteria and their Golf Ambassador membership is not renewed, however they wish to remain a member of the Club, they must pay the entrance fee applicable of the day.
- 1.3 There is a requirement for a review in April of each year to determine suitability for renewal of Golf Ambassador membership for the next year. This document sets out an enhanced framework for governance and management of the Golf Ambassador membership category for the 2024/25 subscription year onwards.
- 1.4 An Elite Junior category was introduced in September 2018. The governance and management framework set out in this document does not apply to the Elite Junior category.

2 Governance principles

- 2.1 In consideration of the significant financial benefits they enjoy, Golf Ambassador members are required to meet certain expectations (as set out in section 6 below). It is important for the integrity of the Golf Ambassador program that:
- (a) candidates for Golf Ambassador membership are carefully vetted before being offered Golf Ambassador membership for the first time;
 - (b) each year at the time they are granted Golf Ambassador membership for the forthcoming year Golf Ambassador members are clear on what is expected of them and they make a fully informed commitment to fulfil those expectations during the year;
 - (c) information is available to enable appropriate IGC personnel to make an informed assessment each April of the extent to which each Golf Ambassador member has lived up to those expectations/commitments, and
 - (d) the offer of Golf Ambassador membership renewal for the following subscription year is conditional upon the Golf Ambassador member continuing to satisfy certain eligibility criteria and meeting minimum conditions of satisfaction in terms of how well they have lived up to those expectations/commitments in the current year.

3 Initial acceptance, annual review cycle and category cap

- 3.1 To ensure the integrity and value of being a Golf Ambassador Member is upheld, and impact on membership subscription revenues balanced, the maximum number of Golf Ambassador members at any given time will be 30.
- 3.2 Candidates for Golf Ambassador membership will be assessed initially and for each subsequent subscription year as illustrated in the following flowchart:



4 Application method and eligibility pathways

- 4.1 Existing members and non-members who feel they may be a good fit for the Golf Ambassador membership, should make enquiries with the relevant Captain or Membership Chair to learn more about the eligibility criteria and expectations of the category. Additionally, the relevant Captain or Membership Chair can identify suitable candidates to put forward for formal assessment.
- 4.2 While not to be considered definitive, there are generally 3 pathways for gaining/maintaining Golf Ambassador Category membership:
 1. Outstanding golfers* with potential to contribute to IGC's competitiveness (including Pennant teams) and participate in broader initiatives that contribute to the Club, our members, and golf in general.
 2. Younger talented golfers* who have demonstrated strong golf skills and character/personality consistent with IGC's values, helping IGC expand our membership, diversity, and talent in the under 25 age group.
 3. Financially challenged individuals who have demonstrated strong golf skills, whose character/personality is consistent with IGC's values, whom we believe would benefit greatly from IGC membership, and whom we believe would contribute significantly and add depth and diversity to IGC's membership.

* Handicap guidelines for gaining/maintaining Golf Ambassador status:

Mature Golfer, Male (25 yo and over): GA Handicap consistently around, or better than, scratch. Head Teaching Professional confirms that any individual with HC greater than 1 is working effectively to improve and achieve a scratch handicap within 18 months maximum.

Mature Golfer, Female (25 yo and over): GA Handicap consistently around, or better than 3.5. Head Teaching Professional confirms that any individual with HC greater than 3.5 is working effectively to improve and achieve a <3.5 handicap within 18 months maximum.

Young Golfer, Male (<25 yo): GA Handicap consistently below 3 or trending rapidly in that direction. Head Teaching Professional confirms that the individual has potential to be a scratch golfer by age 25.

Young Golfer, Female (<25 yo): GA Handicap consistently below 5.5 or trending rapidly in that direction. Head Teaching Professional confirms that the individual has potential to be achieve a <3.5 HC by age 25.

- 4.3 As part of the annual review Golf Ambassador members should be assessed to ensure that their circumstances have not changed such that they are no longer eligible based on the above pathways.

5 Decision authority, responsibilities and identification/recognition

5.1 Based upon the recommendations of the Club Captain, the Board will make the final determination on the granting of Golf Ambassador membership, both initially and for each subsequent year, and for any discontinuation of Golf Ambassador membership. The Membership Committee will be afforded a “take no exception” opportunity prior to any final determination. All female Golf Ambassador membership nominations must also be endorsed by the Womens Captain.

5.2 Responsibilities for administration of the Golf Ambassador program are set out in the following table:

Duties / responsibilities	Who	Further information
Preliminary assessment of a new candidate to determine if they are eligible for a formal assessment.	Relevant Captain ¹ and/or Membership Chair	Anyone can nominate a person, or themselves. To do so they must contact the relevant Captain or the Membership Chair.
Formal assessment of new candidates - includes preparing letter, conducting interview and reporting to Membership Committee (or declining).	Membership Manager, Club Captain ¹ and Membership Chair. Also Womens Captain ¹ for female candidates.	Should consult with Head Teaching Professional. This group can decline without reference to the Membership Committee.
Gather information to enable annual review and informed assessment	Varies – refer section 6 below.	Information to assess the extent to which Golf Ambassador member has lived up to expectations/commitments.
Annual review and assessment of current Golf Ambassador members - includes preparing letter, conducting interview and finalising membership recommendations.	Membership Manager, Club Captain ¹ and Membership Chair. Also, Womens Captain ¹ for female candidates.	This group administers the evaluation and self-evaluation processes. Club Captain presents his final recommendations to the Membership Committee on a “take no exception” basis.
Make recommendations to the Board re granting of Golf Ambassador membership to new candidates and renewing or discontinuing Golf Ambassador membership for current Golf Ambassador members.	Club Captain and Membership Committee. Also, Womens Captain ¹ for female candidates.	Membership Chair presents recommendations to the Membership Committee on a “take no exception” basis. Annual recommendations to be submitted to the April Board meeting. Individual cases may be reviewed and decided throughout the year.

5.3 Golf Ambassador members will be formally recognised within a suitable section of the Club’s website, including name and photo in a similar way the Board of Directors are presented.

Additionally, Golf Ambassador members will be announced and identified when possible during official Club events such as opening of season, closing of season, and Club Championship/Honour Board events etc in an effort to raise their profile and awareness of their ambassadorial duties.

¹ The relevant Captain may delegate responsibility to his/her Vice-Captain for these items.

6 Expectations & Assessment Table

The following table (which may be amended for subsequent years by the Membership Committee) will be used as the basis for clarifying and agreeing expectations/commitments before the start of each subscription year and assessing each April the extent to which to each Golf Ambassador member has lived up to those expectations/commitments.

Area	Expectations		Assessment (Circle one)	Supporting Comments (Self-assessment)	Additional Interview Notes
1 Golf skills & knowledge	1.1	Maintaining and developing golf skills. Demonstrated ability to attain/maintain Golf Australia handicap in line with the following handicap guidelines: (male/female) matured golfers (aged 25 and over) scratch/3.5 or lower; under 25 yo consistently below 3/5.5 and demonstrated potential to be scratch/3 or lower by age 25.	Very High High Acceptable Unacceptable		
	1.2	Strong working knowledge and application of the rules of golf			
2 Representative golf	2.1	Participation in Pennant trials (where relevant) and Pennant match preparation.	Very High High Acceptable Unacceptable		
	2.2	Contribution to the development of skills and spirit amongst the Pennant squad.			
	2.3	Contribution in developing awareness, interest and support amongst Club members in Pennant golf and IGC's performance.			
	2.4	Availability to play in scheduled Pennant matches.			
3 Participation – Club golf	3.1	Competing in, and competitive in, Club Championship.	Very High High Acceptable Unacceptable		
	3.2	Regular and widespread participation in IGC competition golf.			
	3.3	Playing with different members where possible once per month.			
4 Being a role model	4.1	Compliance at all times with IGC's Member Code of Conduct.	Very High High Acceptable Unacceptable		
	4.2	Being well groomed and appropriately attired at all times while at the Club and/or representing IGC at other locations.			
	4.3	Participating in general club activities and events.			
5 Promoting and supporting IGC	5.1	Being a high quality ambassador for the Club.	Very High High Acceptable Unacceptable		
	5.2	Promoting IGC and general membership of IGC to friends and colleagues.			
	5.3	Participate/speak at special events including Pennant, Match & Course and Membership meetings where requested.			
6 Mentoring	6.1	Mentoring and coaching of Junior members where appropriate.	Very High High Acceptable Unacceptable		
	6.2	Active participation in the Club's Junior program once per month.			
7 On-Time payment	7.1	Payment of fees and member account on or ahead of the required payment date without fail.	Acceptable Unacceptable		

Overall Recommendation:

Induction to, or continuation of, Golf Ambassador Membership is:

Recommended / Not Recommended (Circle one)

Signed by:

Date:

Statement supporting decision (as supported by above ratings/comments):

Club Captain / Chair of Membership

7 Invitation/decline letters to new and current Golf Ambassador members

7.1 Generic forms of letter are appended as follows:

Appendix 1	Letter to new candidates setting out the terms and expectations of Golf Ambassador membership and inviting them to interview.
Appendix 2	Letters to current Golf Ambassador members from April 2020 onwards: Type A: Where renewal is subject to interview Type B: Where renewal is not subject to interview Type C: Where renewal is expected to be declined
Appendix 3	Letter to current candidates setting out the terms and expectations of Golf Ambassador membership for the 2024/25 year and inviting them to interview.

Appendix 1 – invitation letter to new candidates

May ??, 20??

Dear [??]

You have been nominated to become an IGC Golf Ambassador member for the forthcoming July – June subscription year. Golf Ambassador members pay discounted annual fees, no Entrance Fee (if not already a member) and enjoy most of the privileges of full membership of the Club. Golf Ambassador membership is offered on a ‘year by year’ basis with annual renewal offered solely at the discretion of the Club’s Board following a review and assessment in April/May of each year.

The Club has certain expectations of its Golf Ambassador members and renewal of Golf Ambassador membership is dependent on confirmation that the Golf Ambassador member has lived up to those expectations. The attached **‘Expectations & Assessment Table’** sets out these expectations including details of how each item will be assessed. In this respect:

- (a) If you wish to progress your candidacy as an Golf Ambassador Member, we will set up an interview in the near future to ensure that you are fully aware of the expectations of Golf Ambassador members and the process for measuring compliance with those expectations. Our expectation is that your Golf Ambassador status will be confirmed pending a satisfactory discussion, and subsequent Board consideration.
- (b) As part of the annual review process you will be requested to submit a “Self-assessment” that demonstrates your continued compliance with the expectations of this special membership category. Satisfactory and on-time completion of the self-assessment is a pre-requisite to being offered renewal of your Golf Ambassador membership.

There are generally 3 pathways for gaining/maintaining Golf Ambassador Category membership:

1. Outstanding golfers with potential to contribute to IGC’s competitiveness (including pennant teams) and participate in broader initiatives that contribute to the Club, our members, and golf in general.
2. Younger talented golfers who have demonstrated strong golf skills and character/personality consistent with IGC’s values, helping IGC expand our membership, diversity, and talent in the under 25 age group.
3. Financially challenged individuals who have demonstrated strong golf skills, whose character/personality is consistent with IGC’s values, whom we believe would benefit greatly from IGC membership, and whom we believe would contribute significantly and add depth and diversity to IGC’s membership.

As part of the annual review Golf Ambassador members will be required to demonstrate that their circumstances have not changed such that they are no longer eligible based on the above pathways.

If, having become an Golf Ambassador member, the offer of Golf Ambassador membership is withdrawn (e.g. your circumstances change such that you are no longer eligible or the offer is not continued into the next year), you are welcome to transfer to one of the Club’s other membership categories if you wish to do so.

If you believe you are eligible, you are confident you will be able to fulfil the Club’s expectations of a Golf Ambassador member and you still wish to seek Golf Ambassador membership, please let me know. I will then arrange for our Membership team to liaise with you and arrange a suitable time for an interview over the next few weeks.

Yours sincerely,

Insert Name

Chair of Membership Committee

Appendix 2 – letters to current Golf Ambassador members 2020 onwards

Letter type A – where renewal is subject to interview

April ??, 202?

Dear [??]

Thank you for submitting your completed 'self-assessment' which will be an important consideration in the annual review that is currently under way.

As you know, the Club has certain expectations of its Golf Ambassador members and renewal of Golf Ambassador membership is dependent on evidence that the Golf Ambassador member has lived up to those expectations and annual renewal is offered solely at the discretion of the Club's Board.

[INCLUDE PARAGRAPH ONLY IF APPLICABLE**]** Please note that we have made some changes to the '***Expectations & Assessment Table***' that we used this year. Please refer to the updated version attached, which sets out the Club's expectations in respect of the forthcoming year including details of how each item will be assessed.]

If you wish to seek renewal of your Golf Ambassador membership into next year please confirm this by e-mail to our Membership Team (membership@igcgolf.com.au). Our Membership Team will then liaise with you and arrange a suitable time for an interview over the next few weeks.

In the meantime, if there have been any material changes in your circumstances in the past year that may influence the Club's decision to offer you a renewal of your Golf Ambassador membership, please contact the Club's Chief Executive Officer, **Insert Name**, to arrange a meeting to discuss your situation.

Yours sincerely,

Insert Name

Chair of Membership Committee

Letter type B – where renewal is not subject to interview

April ??, 20??

Dear [??]

Thank you for submitting your completed 'self-assessment' which will be an important consideration in the annual review currently underway.

As you know, the Club has certain expectations of its Golf Ambassador members and renewal of Golf Ambassador membership is dependent on evidence that the Golf Ambassador member has lived up to those expectations and annual renewal is offered solely at the discretion of the Club's Board.

Once we have completed our review, we will advise you if you will be offered renewal of your Golf Ambassador membership for the forthcoming year.

[INCLUDE PARAGRAPH ONLY IF APPLICABLE**]** Please note that we have made some changes to the '**Expectations & Assessment Table**' that we used this year. Please refer to the updated version attached, which sets out the Club's expectations in respect of the forthcoming year including details of how each item will be assessed.]

If for any reason you do not wish to seek renewal of your Golf Ambassador membership or there have been any material changes in your circumstances in the past year that may influence the Club's decision to offer you a renewal of your Golf Ambassador membership, please contact the Club's Chief Executive Officer, **Insert Name**, to arrange a meeting to discuss your situation.

Yours sincerely,

Insert Name

Chair of Membership Committee

Letter type C – where renewal is expected to be declined

April ??, 202?

Dear [??]

As you know, the Club has certain expectations of its Golf Ambassador members and renewal of Golf Ambassador membership is dependent on evidence that the Golf Ambassador member has lived up to those expectations and annual renewal is offered solely at the discretion of the Club's Board.

I hereby advise you that the Membership Committee will be recommending to the Board that your Golf Ambassador membership is not renewed beyond the current year, for the following reasons:

1. Reason 1

2. Reason 2

3. Reason 3

If you feel that this decision is not reasonable please contact me to arrange a meeting to discuss further. Otherwise you are invited to contact our Membership Team (membership@igcgolf.com.au), to arrange transfer to one of the Club's other membership categories for the forthcoming subscription year.

Yours sincerely,

Insert Name

Chair of Membership Committee

Appendix 3 – letter to current Golf Ambassador members 2019 only

May ??, 2019

Dear [??]

It is my pleasure to advise you of our intention to extend your Golf Ambassador membership status for the next 12 months. Should you wish to continue in this special category you will soon be invited to a small group meeting where we will outline our expectations of Golf Ambassador members and the process for measuring compliance in the future.

As you know Golf Ambassador membership is offered on a 'year by year' basis with annual renewal offered at the sole discretion of the Club's Board following a review in April/May of each year. We have recently completed a review of eligibility and governance requirements for the Golf Ambassador category which we are now implementing.

The Club has certain expectations of its Golf Ambassador members and renewal of Golf Ambassador membership is dependent on confirmation that the Golf Ambassador member has lived up to those expectations. The attached '**Expectations & Assessment Table**' sets out these expectations for the 2024/25 year including details of how each item will be assessed. In this respect:

- (a) As part of the annual review process, next year, you will be requested to submit a "Self-assessment" that demonstrates continued compliance with the expectations of this special membership category. Satisfactory and on-time completion of the self-assessment is a pre-requisite to renewal of your Golf Ambassador membership.
- (b) Upon receipt of your self-assessment, the club may gather additional data as to determine whether or not your Golf Ambassador status should be renewed. That review may include input from the Golf Operations Manager, Head Teaching Professional, Membership Manager, and Chair of the Membership Committee. The Club Captain will make a determination to recommend continuation or otherwise. The final decision is by the IGC Board.

There are generally 3 pathways for gaining/maintaining Golf Ambassador Category membership:

1. Outstanding golfers with potential to contribute to IGC's competitiveness (including pennant teams) and participate in broader initiatives that contribute to the Club, our members, and golf in general.
2. Younger talented golfers who have demonstrated strong golf skills and character/personality consistent with IGC's values, helping IGC expand our membership, diversity, and talent in the under 25 age group.
3. Financially challenged individuals who have demonstrated strong golf skills, whose character/personality is consistent with IGC's values, whom we believe would benefit greatly from IGC membership, and whom we believe would contribute significantly and add depth and diversity to IGC's membership.

As part of the annual review Golf Ambassador members will also be required to confirm that their circumstances have not changed such that they are no longer eligible based on the above pathways. If there have been any material changes in your circumstances in the past year that may influence the Club's decision to offer you a renewal of your Golf Ambassador membership, please contact the Club's CEO, **Insert Name**, to arrange a meeting to discuss your situation.

If the offer of Golf Ambassador membership is withdrawn or not renewed (e.g. your circumstances change such that you are no longer eligible or the offer is renewed), you are welcome to transfer to one of the Club's other membership categories if you wish to do so.

If you believe you are still eligible, you are confident you will be able to fulfil the Club's expectations of an Golf Ambassador member for the 2024-25 year and you still wish to seek renewal of your Golf Ambassador membership, please confirm by email to the Membership Team (membership@igcgolf.com.au) who will liaise with you on your membership logistics and details of the group meeting referenced above.

Yours sincerely,

Insert Name

Chair of Membership Committee