

## **SGA Sub Committees' Term of Reference (updated 30<sup>th</sup> July 2021)**

*Tenure of SGA Sub-Committee members:*

- a. One year – 1<sup>st</sup> August to 31<sup>st</sup> July

### **ENGAGEMENT SUB-COMMITTEE**

Terms of Reference

1. Engage the golf community to introduce the game of golf
2. Encourage mass participation of golf through events and activities organised or co-organised by SGA
3. Formulate ideas to engage industry stakeholders and relevant authorities to grow the game of golf
4. Develop strong partnerships with Club Captains and public golf facilities operators

### **MARCOM SUB-COMMITTEE**

Terms of Reference

1. Raise the identity of SGA and SGA's stakeholders
2. Formulates strategies on the branding and marketing of SGA
3. Explore traditional and modern MARCOM platforms to synergise SGA efforts to grow the game
4. Increase the profile of SGA programs and initiatives through social media/digital platforms
5. Provide guidance in communication materials and direction in alignment of content

### **RULES SUB-COMMITTEE**

Terms of Reference

1. Upholds the Rules of Golf and the Rules of Amateur Status as approved by the R&A
2. Interprets and gives decisions on the Rules of Golf and to refer such matters to the R&A Rules Department, if necessary
3. Rules on matters concerning amateur status of golfers and to refer such matters to the R&A Rules Department, if necessary
4. Appoints SGA Referees for SGA tournaments including the appointment of Chief Referees and determining the number of referees for each tournament
5. Formulates and endorses the Hard Card and Local Rules for SGA tournaments in consultation with the Tournament Sub-Committee
6. Monitors the professionalism and conduct of SGA Referees
7. Conducts regular Rules of Golf seminars and workshops for SGA Referees with the objective of providing continued education and uplifting of the standard of SGA Referees
8. Recommends SGA Referees to represent Singapore at professional and/or amateur tournaments for endorsement by the SGA Executive Board
9. Reviews and recommends appropriate benefits for SGA Referees for approval by SGA Executive Board

## JUNIOR DEVELOPMENT SUB-COMMITTEE

### Terms of Reference

1. Attract young players to golf and impart them with the correct knowledge of the game
2. Engage the juniors in a fun setting to sustain their interest in golf
3. Provide the necessary platforms for young golfers to progress and retain their passion for the game
4. Discover and nurture talented junior golfers through Talent ID days or SGA/Club junior programs
5. Endorses selection of Junior Squad (JS) and Junior Development (JD) program players for overseas regional tournaments
6. Recommends selection and removal of players to the JS and JD program for endorsement by SGA Executive Board
7. Prepares annual training and overseas tournament budget of JS and JD for approval by SGA Executive Board
8. Carries out preliminary investigation on any disciplinary complaints made to SGA regarding JS and JD related issues

## HANDICAP SUB-COMMITTEE

### Terms of Reference

1. Monitors compliance of the World Handicap System by all clubs
2. Carries out audit compliance checks on Ordinary or Associate clubs where necessary
3. Approves changes to clubs' request for any alterations to their members' handicap index
4. Conducts and reviews course ratings for golf courses of clubs
5. Monitors implementation and performance of the SGA Centralised Handicap System (CHS)

## AUDIT & RISK SUB-COMMITTEE

### Terms of Reference

1. Checks on the adequacy of and, if necessary, implement internal control system and proper procedures for key processes
2. Ensures that all functions and activities of SGA comply with established policies and guideline procedures
3. Reviews with the external auditors their audit scope prior to the commencement of their audit
4. Reviews with the external auditors on any major findings, management letter and response
5. Recommends to the SGA Executive Board on the approval of the annual audited financial statements

## FINANCE & INVESTMENT SUB-COMMITTEE

### Terms of Reference

1. Overlook SGA Accounting and procurement procedures
2. Formulate and recommend update to SGA Investment Policy for the endorsement of SGA Executive Board and approval of the SGA Governing Council (if applicable)
3. Implementation of an adequately funded reserve program

4. Implementation of safeguards to protect association assets

#### TRAINING & DEVELOPMENT SUB COMMITTEE

##### Terms of Reference

1. Promulgates selection policies for major games, eg, SEA Games and Asian Games, for the approval of the SGA Executive Board
2. Committee should consist of the Athlete Commission (AC) Representative
3. Recommend players for major games for endorsement by the SGA Executive Board
4. Recommends selection and removal of players to the National and Development Squads for endorsement by SGA Executive Board
5. Endorses training programs for National and Development Squads
6. Endorses selection of players for overseas regional tournaments
7. Monitors NS and DS members' performance and conduct through reports from National Coach and High-Performance Manager
8. Approves participation in selected overseas tournaments and any subsequent changes.
9. Set up and improve the strategy used in the SGA High Performance Program
10. Prepares annual training and overseas tournament budget for approval by SGA Executive Board
11. Monitor and evaluate performance of National Coach and High-Performance Manager.
12. Carries out preliminary investigation on any disciplinary complaints made to SGA regarding NS and DS members

#### TOURNAMENT SUB COMMITTEE

##### Terms of Reference

1. Prepares the annual SGA tournaments schedule complete with hosting venues for endorsement by SGA Executive Board
2. Recommends any changes to format of established SGA tournaments for endorsement by SGA Executive Board
3. Recommends any new tournaments for endorsement by SGA Executive Board
4. Prepares annual tournament budget for endorsement by SGA Executive Board
5. Recommends any sponsorship deals for endorsement by SGA Executive Board
6. Appoints organizing committees (if applicable) and tournament directors/chief referees (if applicable) to run SGA tournaments professionally
7. Co-ordinate with the Rules Sub-committee and approve Terms of Competition (TOC) for all SGA tournaments

#### SINGAPORE OPEN BOOTH SUB-COMMITTEE

##### Terms of Reference

1. Create and increase engagement with golf fans, invited guests and players at SGA Hospitality areas
2. Operate interactive games/activities at the booth to promote golf and branding of SGA
3. Support Singapore Open promoter and host venue on any other initiatives to enhance the overall experience of the National Open

## GOVERNANCE & COMPLIANCE SUB-COMMITTEE

### Terms of Reference

1. Review with the assistance of professional advisers, compliance of relevant legal & regulatory requirements of SGA
2. Review operating policies, standards & procedures implemented by SGA
3. Review such other voluntary codes or practices that have been adopted by other NSAs
4. Recommend best practices on how SGA can be more effectively governed and managed
5. Advise the Board on adherence to the Code of Governance for Charities and Institutions of a Public Character