

GENERAL MANAGEMENT GROUP (GMG)

TERMS OF REFERENCE

Introduction

The GMG was established by the Board in June 2020 under an interim terms of reference document. We have now had over a year of the operation of General Management Group (GMG), so it is appropriate for the Board to establish a new document.

The central purpose of the GMG is to help the General Manager (GM) do his job on a daily basis efficiently and effectively in accordance with the outline included in the Business Plan.

The GMG will always include the GM and the Financial Director (FD), augmented to a minimum of three and possibly four. Currently there is one further member who is also a Board member. It will not have periodic meetings but will rather communicate weekly and even daily where required.

Its primary responsibilities will be:

1. To review the Business Plan at least annually and put it before the Board for approval
2. To ensure that the club is run in line with the Business Plan objectives and targets
3. To establish an appropriate set of working groups to implement the business plan, to recruit the members of the group, to appoint a leader if necessary and to brief them of the strategic aims and clear financial and operational targets as set out in the business plan
4. To report the progress of all the working groups to the Board, measuring them as a whole against the targets established in the business plan

Working Groups

The working groups will be established by the GMG, and it is envisaged that they will draw on the membership for expertise. If necessary a chair will be chosen but the emphasis will be on active participation rather than periodic meetings. The chair could be any member and does not have to be a member of GMG or indeed a Board member.

There will be flexibility as to how each working group operates; this will be more effective in attracting members with particular expertise. In today's business world many people are put off by the idea of serving on a committee but may be encouraged to give their time in a more flexible structure.

The brief for each working group will be closely drafted in line with the business plan and will have specific targets to be measured against. Thus, there will not be pockets of authority separate from the Board – this is where the control function of the GMG will be effective.

Business plan

All the activities of the GMG should be in accordance with the Business Plan. Having said that the Business Plan is not intended to be a detailed set of prescriptive rules, but rather some general principles and some overall targets.

The Board will be able to monitor how the Business Plan is being implemented through the detailed monthly reports, but there will be certain decisions which will still require Board approval and these need to be agreed between GMG and the Board. These are listed below.

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Issues requiring Board approval

These will include:

- All capital expenditure. The capital expenditure budget will be established each year as part of the annual budget process and will specify the budget cash surplus less any debt repayments. Proposed projects will be included in the budget and will be put to the Board for approval as each one is ready to commence
- Employment decisions regarding senior members of the management team, i.e., the Course Manager, the Steward, the Caterer and the Professional. While not requiring specific Board approval other employment issues will be communicated to the Board in good time
- Membership subscription rates, changes to membership categories and membership discipline.
- Any significant works to the clubhouse. While these will usually be capital in nature there will be from time-to-time significant repair and maintenance projects

Works on the course

The normal routine of work on the course is outlined in the Course Specification and is controlled by the Course team with oversight by the Greens working group and will not normally require Board approval.

Any projects on the course (e.g., paths, irrigation system etc) will be regarded as capital expenditure projects and will be dealt with in the capex budget as above. This will also apply to the Winter works programme where those works do not form part of the overhead budget.

The plant replacement plan will also be dealt with in the capex budget as above.

There will also be a category of works on the course which could be regarded as routine, but which make a significant and permanent change to the nature of the course, and which will therefore need Board approval. These are likely to include the removal of any mature trees, the removal (or construction new) of bunkers and the construction or removal of water features.

Communication

As is noted above it is one of the primary responsibilities of the GMG to report regularly to the Board at the 10 monthly meetings. Through the operation of the GMG over the last year we have seen that it is also important, where there is something going on that will provoke significant member interest and comment, that the Board has prior notice of this.

There may be occasions where something is of itself fairly trivial but provokes member interest and comment, but it is expected that this will not happen very often.

GMG have established that this communication requirement is best satisfied by including a GM report in each monthly report. This will attempt to include all ongoing and upcoming operational issues which may be in this category.