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| Strategic Decisions | | | | | |
|  | Role of **Club Management Committee / Board** | Role of **Green Committee** | Role of **Club Manager** | Role of **Golf Course Manager** | Role of **Consultants**  *(i.e. architect, agronomist, etc.)* |
| **Course-Related Policy Documents** | *Approve & ratify into club policies* | *Review, discuss, approve and forward to board for approval* | *Support Course Manager to write and review*  *Advisory to Green Committee discussions* | *Write policy, review based on Green Committee discussion*  *Advisory to Green Committee discussions* | *Advisory to Course Manager in production*  *Advisory to Green Committee in discussion* |
| **Long-Term Strategic Planning for Course** | *Provide club strategic vision to Green Committee*  *Approves recommendation from Green Committee* |  | *Input to production of plan*  *Advisory to Green Committee*  *Support Course Manager in communication to staff* | *Input to production of plan*  *Advisory to Green Committee*  *Communicates to staff* |  |
| **Course Design / Changes Masterplan** | *Approves* |  |  |  |  |
| **Long-Term Capital Replacement Budgeting** | *Finance Convenor / Treasurer input to production.*  *Approve* |  |  | *Produce full asset register.*  *Identify and cost potential options for tender process* | *Role in establishing bills of quantities for tendering process* |
| **Long-Term New Capital Project Budgeting** |  |  |  |  | *Role in establishing bills of quantities for tendering process* |
| [add] |  |  |  |  |  |

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| Significant Management Decisions | | | | | |
|  | Role of **Club Committee / Board** | Role of **Green Committee** | Role of **Club Manager** | Role of **Golf Course Manager** | Role of **Consultants**  *(i.e. architect, agronomist, etc.)* |
| **Annual Planning** |  |  |  |  |  |
| **Annual Budgeting** |  |  |  |  |  |
| **Hosting Tournament / Major Golf Event** | *No role* | *Formation and oversight of temporary working group* |  |  | *Engaged to provide tournament-specific agronomic guidance if necessary* |
| **Legislation / H&S / HR** |  |  |  |  |  |
| **Emergency Responses**  *(i.e. flooding/storm damage)* |  |  |  |  |  |
| **Staff Appraisals / Salaries** |  |  |  |  |  |
| **Staff Hiring**  *(general roles)* | *No role* |  |  |  |  |
| **Staff Hiring**  *(managerial roles)* | *Approve* |  |  |  |  |
| **Staff Grievances** |  |  |  |  |  |
| [add] |  |  |  |  |  |

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| Day-to-Day Operations | | | | | |
|  | Role of **Club Committee / Board** | Role of **Green Committee** | Role of **Club Manager** | Role of **Golf Course Manager** | Role of **Consultants**  *(i.e. architect, agronomist, etc.)* |
| **Golf competition setup**  *(i.e. hole locations)* |  |  |  |  | *Provide specific guidance to Course Manager if necessary* |
| **Complaints from membership** | *Pass to Green Committee* | *Discuss and formulate response*  *Meet if appropriate* | *Pass to Green Committee*  *Secretarial role for correspondence* | *Discuss with green committee to identify* | *Provide independent information & evidence* |
| **Low-value (£ max) purchasing** | *No role* | *No role* |  |  | *No role* |
| **High-value (£ max) contracts & tendering** |  |  |  |  | *Role in establishing bills of quantities for tendering process* |
| **Course closure** | *No role* | *No role*  *Support Course Manager decision* | Communicate Course Manager decision promptly | Make decision in line with course policy document | *Provide specific guidance to Course Manager if necessary* |
| **Buggy limitation** |  | *No role*  *Support Course Manager decision* | Communicate Course Manager decision promptly | Make decision in line with course policy document |  |
| **Frost greens / fairway mats** |  | *No role*  *Support Course Manager decision* | Communicate Course Manager decision promptly | Make decision in line with course policy document |  |
| **Member Engagement** |  | *Engage informally with members.*  *Review formal member engagement* |  |  |  |
| [add] |  |  |  |  |  |