

# Caribbean Beach Club

## Delegation of Authority Matrix

### Legend

AGM/SGM : Annual/Special General Meeting

BOD : Board of Directors

BSubC : Relevant Board sub-Committee

Chair : Chairman of the Board

FD : Finance Director

GM : General Manager

Acc : Accountants

### Matrix

I : Initiate

R : Recommend

A : Approve

N : Notify (After)

C : Consult

No.	AUTHORITY	AGM/SGM	BOD	BSubC	Chair	FD	GM	Acc
<b>1.</b>	<b>GOVERNANCE</b>							
1.1	Amendments to Articles of Association	A	R	I			C	
1.2	Approval of Strat Plan	A	R				C	
1.3	Appointment of Directors	A						
1.4	Co-option of Directors	N	A		R			
1.5	Appointment/Dismissal of General Manager	N	A	C	R			
1.6	Appointment of the External Auditors	A	R	I				C
1.7	Approval of Auditors Fees	A	R	I				C
1.8	Approval of Corporate structure : Organogram (HR + Board)	N	A	R			I	
1.9	Amendments to Delegation Matrix	A	R	I			C	
1.10	Approval of Board sub-Comm Charters	A	R	I				
1.11	Approval of Policies (Procurement / HR / Finance / Marina / Security / Investments / Borrowings / Accounting / Penalties / Building / Restaurant / Clubhouse)	N	A	R			C	C

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<b>2.</b>	<b>COMMUNICATION</b>							
2.1	With the Members							
	(a) General, "run of the mill" communication			C			A	
	(b) Sensitive, strategic communication		N	R	A		I	
2.2	With the Media			C	A		R	
2.3	With Gov Departments (Local and/or Provincial)			C	A		R	
<b>3.</b>	<b>FINANCE</b>							
3.1	Annual Financial Statements	A	R	C		C	C	I
3.2	Annual Operating & CAPEX budgets	A	R	C		C	C	I
3.3	Operating expenses (budgeted for & within budget)							
	(a) ≤ R20 000 per budget item		N	N		N	A	C
	(b) >R20 000 per budget item		N	A		C	R	C
3.4	Operating expenses (not budgeted for and/or exceeding budget)							
	(c) ≤ R50 000 per expense / budget item		N	A		C	R	C
	(d) >R50 000 but ≤R100 000 per expense / budget item	N	A	R		C	I	C
	(e) >R100 000 per expense / budget item	A	R	C		C	I	C
3.5	CAPEX (budgeted for & within budget)		N	A		C	R	C
3.6	CAPEX (budgeted for but outside budget)							
	(f) ≤ R50 000 per expense / budget item		N	A		C	R	C
	(g) >R50 000 but ≤R100 000 per expense / budget item	N	A	R		C	I	C
	(h) >R100 000 per expense / budget item	A	R	C		C	I	C
3.7	Re-prioritise Capex (as long as total Capex budget : R value : has not been exceeded)	N	A	R		C	I	C
3.8	Release payment of Creditors (monthly)					A	R	I
3.9	Pay Salaries					A		I
3.10	Appointment of Accountants	N	A	R		C		
3.11	Opening/Closing of Bank accounts	N	A	R		C		C
3.12	Issuing of Guarantees	A	R	C		C		I
3.13	Debtors collection policy	A	R	C		C		I
3.14	Bad debt write offs (debtors)	N	A	R		C		I
3.15	<b>Assets:</b>							
	(a) Purchase of assets (refer CAPEX delegation)							
	(b) Sale of immovable assets	A	R	C		C	R	C

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	(c) Sale of movable assets		N	A		C	R	C
	(d) Write off of assets, original value, ≤ R25 000		N	A		C	R	C
	(e) Write off of assets, original value, > R25 000	N	A	R		C	I	C
3.16	Approval of Insurance policies		A	R		C	I	C
3.17	Vendor selection : Procurement (X3 written quotes) : Refer 3.3, 3.4, 3.5, 3.6, 3.7, 3.10, 3.11, 3.15, and 3.16		N	A		C	R	C
3.18	Engaging in any form of borrowing	A	R	I		C		C
<b>4. LEGAL</b>								
4.1	Institution of Legal action/proceedings by or against CBC (other than debtors)	N	A	R			I	
	(a) Debtors		N	A		C		R
4.2	Signing of Legal Agreements (of any form) (Two signatories : Chairman + another Director)		A	R	A		I	
4.3	Signing of any other documentation							
	(a) Material financial/strategic implications (Two Directors)		A					
	(b) Immaterial financial/strategic implications (General Manager)						A	
4.4	Legal costs							
	(a) Incurring legal costs	N	A	R		C	I	
	(b) Write off of legal costs : Debtors	N	N	A		C	C	R
	(c) Write off of legal costs : All other	N	A	R		C	C	
<b>5. HUMAN RESOURCES</b>								
5.1	All Appointments/Dismissals below GM level	N	N	A	C		R	
5.2	Salary increases							
	(a) GM (and all other outside approved budget)		N	C	A			
	(b) All other within budget			N	C		A	
5.3	Union negotiations	N	A	R			R	
5.4	Performance management system		A	R			I	
5.5	Initiation of Disciplinary Proceedings/Hearings : Decisions							
	(a) GM	N	A	R	I			
	(b) All personnel below GM level		N	A			R	
	(c) Members of the Estate		N	A	R		I	

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	(d) Board of Directors	N			A			
	(e) Chairman of the Board	A						
5.6	Approval of usage of CBC assets for private use		N		A			
5.7	Any claims for "out of pocket" expenses by staff			N		A	R	C
5.8	Change in headcount number	N	A	C			R	
5.9	Performance evaluation							
	(a) GM		N	C	A			
	(b) All other			C			A	